



WESTERN SYDNEY
UNIVERSITY



OUR PEOPLE SECURING SUCCESS

**WORKING TOGETHER TO CULTIVATE A
DYNAMIC AND INNOVATIVE CULTURE THAT
CREATES A DISTINCTLY RESEARCH-DRIVEN
AND STUDENT-CENTRED UNIVERSITY**

WESTERN SYDNEY UNIVERSITY ACKNOWLEDGES TRADITIONAL OWNERS



We acknowledge and respect Traditional Owners (and Custodians) of the Lands, the Eora, Darug, D'harawal and Wiradjuri upon which our campuses now stand. We continue to value the generations of knowledge Aboriginal and Torres Strait Islander Peoples embed within our University.

'The Tree of Knowledge' by artist Janice Bruny, Kamilaroi nation. This artwork is part of Western Sydney University Art Collection (refer [virtualtours.westernsydney.edu.au/home](https://www.westernsydney.edu.au/home)).

As a result of consultation and consideration, the University's declared preference is for 'Aboriginal and Torres Strait Islander' People/community/communities to be used when referring collectively to Australia's original inhabitants. This refers to both Aboriginal Peoples and Torres Strait Islander Peoples. The University appreciates your support in ensuring that the correct acknowledgment of Aboriginal and Torres Strait Islander Peoples in Australia is respected and upheld.

A MESSAGE FROM PROFESSOR BARNEY GLOVER

VICE-CHANCELLOR AND PRESIDENT

A distinctive feature of Western Sydney University is the dedication and pride of our staff to serving both our students and the community of Greater Western Sydney. The new People Strategy, *Our People Securing Success*, continues to build on this by creating the dynamic and innovative culture envisaged in the *Securing Success Strategic Plan*. It enhances the connection to the Strategic Plan for our staff and ensures we continue to provide an organisational culture of appropriate engagement and recognition, by realising the opportunities for advancement and growth.

It is important that our staff have the opportunity to collaborate and engage across Schools, Institutes and Divisions. I commend this strategy for its focus on developing our staff, both professional and academic, with a clear purpose and providing opportunities for cross-functional teamwork.

The aims of *Our People Securing Success*, like all other University-wide initiatives, are achieved through individual and collective commitment. I encourage you to reflect on this strategy, and to actively participate in the opportunities that it affords.



A MESSAGE FROM SUSAN HUDSON

EXECUTIVE DIRECTOR HUMAN RESOURCES

I am proud to bring you the People Strategy for Western Sydney University.

An equally great strength of Western is the performance, professionalism, innovation and capabilities of our people. Their passion and dedication are critical to our success as a University.

Our People Securing Success will support the University to achieve its goals through strategies to foster a culture that is diverse, inclusive, dynamic and innovative, and cultivate leaders for the future at all levels.

We aim to ensure everyone has access to the support and development they need to achieve success.

We will build improved mechanisms for recognition, reward and career development, and consolidate the reputation of the University as an employer of choice.

I encourage you to fully engage with our People Strategy to enable us to deliver the absolute best to our region.





PURPOSE

- To embed the critical attributes and behaviours that promote an inclusive, diverse, dynamic and innovative culture that enhances engagement and performance.
- Benefit from the unique position that Western has within the Greater Western Sydney region to attract and retain dedicated individuals who are committed to delivering a distinctly research-led and student-centred experience.





FOSTERING A DYNAMIC AND INNOVATIVE CULTURE

The cultural principles of collaboration, cooperation, helpfulness, willingness to be flexible and adaptable and a positive focus were very evident during the development of Our People Securing Success; yet many people felt that there is scope for increased collaboration, teamwork and adaptability to support our University to achieve its goals. Our People Securing Success aims to provide a roadmap for strategies that secure unlimited success for Western.

This is a time full of opportunity to be working in a university as increasingly we are being called to engage in our work in different ways and to respond creatively to both external and internal challenges including: attracting and retaining students and meeting their changing needs and expectations; harnessing the power of technology and innovation; working effectively within a diverse and multi-generational workforce; and competing globally to attract and retain talented people who share the passion for and dedication to Western's vision and mission.

Culture is a critical factor in attracting, retaining and engaging the 21st century workforce. A healthy and vibrant culture enhances employee engagement, encourages innovation and increases productivity.

Culture is about our behavioural norms and expectations, and it is about the messages we take from our work context about how we should do our jobs and interact with each other. Cultural norms shift in response to consistent, regular actions rather than rhetoric. A dynamic and innovative culture is supported by empowering leadership that encourages ownership and accountability. The aim is to align key thinking, practices and processes to encourage and enable innovative responses to the opportunities and challenges that lie ahead.

CULTURAL SHIFT INDICATORS

- Enhanced cross-unit collaboration and teamwork
- Great communication and sharing across functions and groups
- Information flows freely throughout the organisation
- Communication is open and helpful
- Being solution-focussed is the norm
- People have ownership and are accountable
- Creativity is encouraged and people use their initiative regularly
- People learn from failure and add to corporate knowledge
- Motivation is high and stress is low
- Conflicts are resolved constructively
- Employee engagement is high
- A clear sense of one organisation and working for Western
- People feel challenged and supported to grow
- Leadership practice is inclusive and promotes diversity of thought, perspective, experience, knowledge, and skills
- Work patterns and practice are flexible, responsive and dynamic
- Decision-making is inclusive, reflexive, and transparent

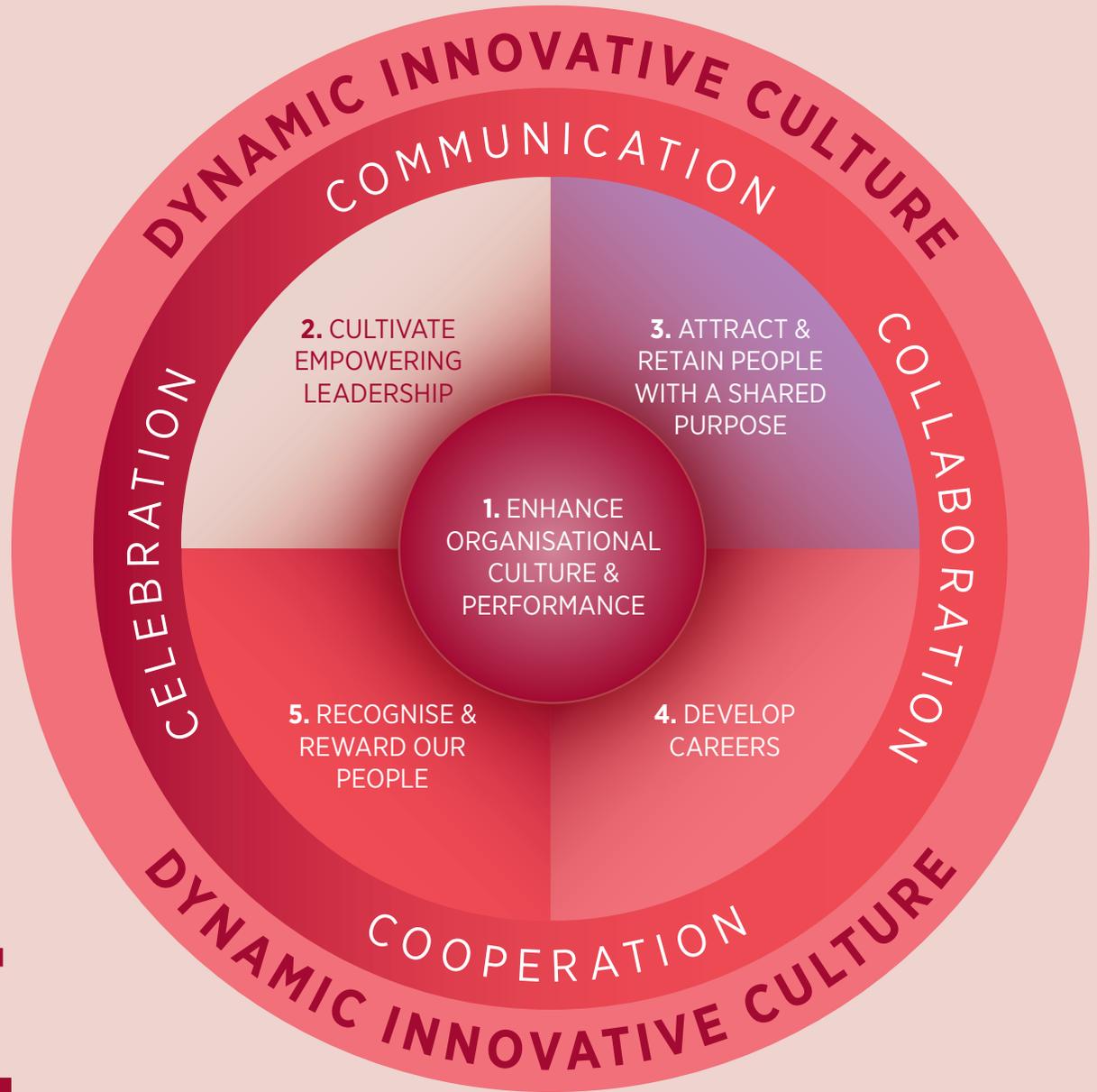


OUR PEOPLE SECURING SUCCESS
AIMS TO PROVIDE OUR ACADEMIC
AND PROFESSIONAL STAFF WITH
OPPORTUNITIES TO DEVELOP
REWARDING CAREERS THAT FULFIL
THEIR POTENTIAL AND CULTIVATE
AN INCLUSIVE, DIVERSE, DYNAMIC
AND INNOVATIVE CULTURE THAT
SECURES SUCCESS FOR WESTERN

SUPPORTED BY FIVE PILLARS

- Enhance Organisational Culture & Performance
- Cultivate Empowering Leadership
- Attract and Retain People with a Shared Purpose
- Develop Careers
- Recognise and Reward Our People

**POTENTIAL
UNLIMITED.**



1 ENHANCE ORGANISATIONAL CULTURE & PERFORMANCE

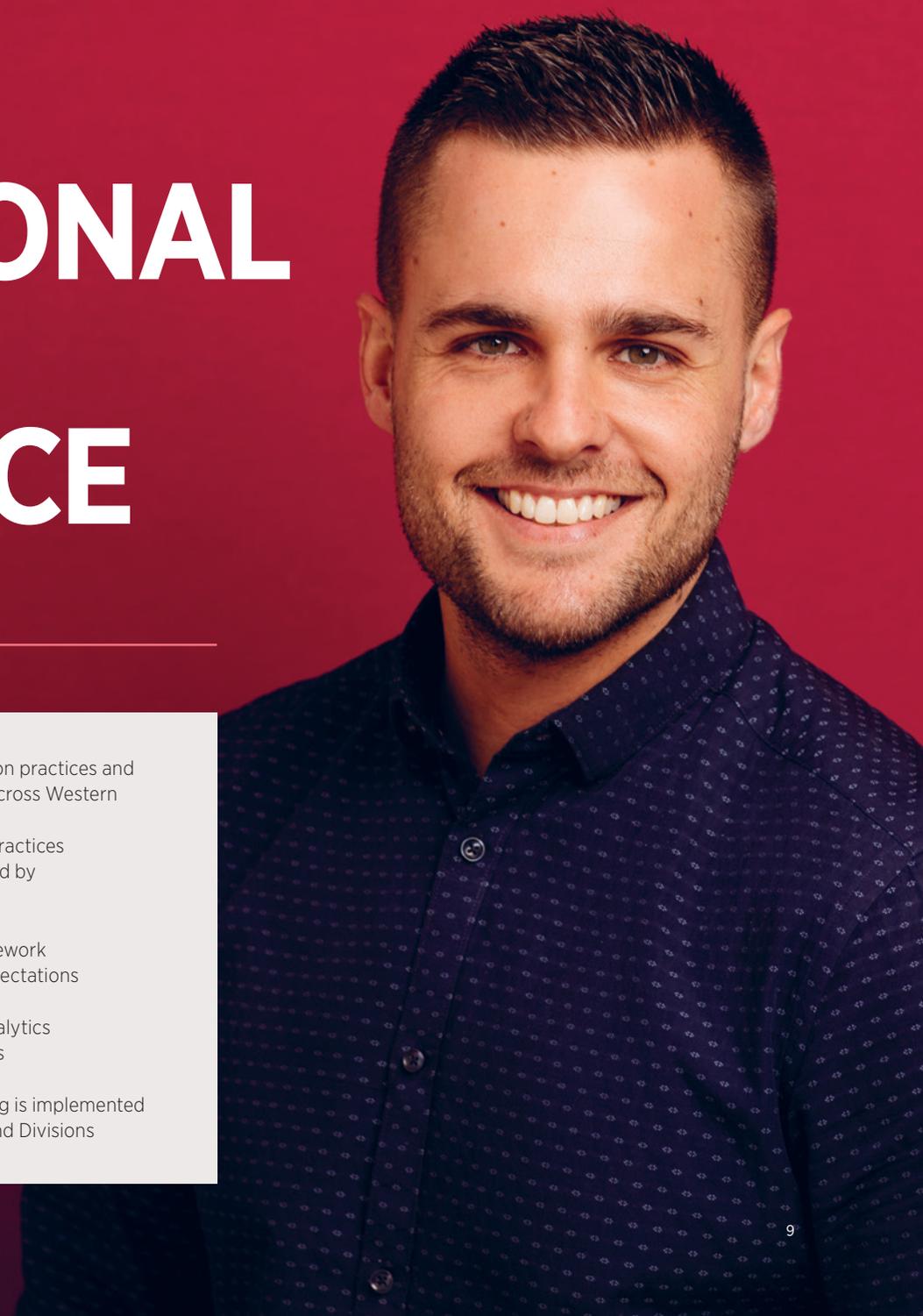
Organisational culture has a direct impact on performance which is derived from the individual and collective efforts of our people. It is important that our people are empowered by a culture that promotes and supports learning through experience, supported by leadership that empowers, effective and efficient systems, processes and technology.

An increased focus on diversity*, and inclusive and flexible practices is critical to maintaining Western's status as an employer of choice.

*Defined broadly and includes: gender, sexual identity, disability, age, and cultural, linguistic and religious diversity.

GOALS 2018-2021

- 1.1** Strong diversity and inclusion practices and achievements are evident across Western
- 1.2** Flexible work options and practices are promoted and supported by supervisors and managers
- 1.3** A Western Capability Framework underpins performance expectations
- 1.4** Quality business and HR analytics inform all business decisions
- 1.5** Strategic workforce planning is implemented across Schools, Institutes and Divisions



2 CULTIVATE EMPOWERING LEADERSHIP

Leadership that empowers and enables is integral to the achievement of Western's vision.

We encourage a dynamic, innovative and open mindset that draws on the knowledge, skills, and experience of our people to exercise effective leadership in their role. We foster a culture that promotes inclusive decision-making, early problem identification and solution generation, openness to new ideas and ways of thinking, and which aspires to the highest standards of accountability.

Clearly defined expectations and leadership development pathways will ensure our people have access to timely and relevant development opportunities, whether they are emerging, mid or senior level leaders.

GOALS 2018-2021

- 2.1** A Western Leadership Development Matrix informs development options for leaders at all levels
- 2.2** Quality leadership in research, teaching, and governance underpins superior academic performance
- 2.3** Customised development and support is provided for the Professoriate and Senior Leadership Team
- 2.4** Leadership is increasingly inclusive of diverse people, perspectives, experience, and knowledge; and inclusive practice is recognised and rewarded in our leaders



3 ATTRACT AND RETAIN PEOPLE WITH A SHARED PURPOSE

To stay competitive it is of vital importance that Western continues to be an attractive employer for talented individuals who share the passion for and dedication to Western's vision and mission, and who want to build substantial careers at Western.

It is equally important for our long term sustainability that Western promotes a diversity within its staffing profile that reflects the cultural, religious, gender, age and sexuality diversity of the region in line with our objective to be: A leading advocate and champion for the Greater Western Region and its people.



GOALS 2018-2021

DESIGN AND DELIVER:

- 3.1** A recruitment process that values all candidates and ensures we attract talented people from diverse backgrounds both locally and globally
- 3.2** An Employee Value Proposition (EVP) that underpins our employer of choice objectives
- 3.3** Induction and orientation processes that engage our new people from their first day
- 3.4** A talent management strategy that identifies and supports high performance

4 DEVELOP CAREERS



Clear career development pathways will enable long term career success and facilitate progression and promotion at Western for both our Academic and Professional employees. Employee engagement, experience, job satisfaction and productivity are intertwined with timely and relevant career progression opportunities. Effective career development is therefore a critical factor in meeting our goal to attract and retain talented people who share the passion for and dedication to Western's vision and mission.

GOALS 2018-2021

- 4.1** Design and deliver development strategies to support the career aspirations of our Academic and Professional colleagues, in particular, strategies to:
 - 4.1.1** meet the specific needs of our sessional, early-, mid-, and late-career Academics
 - 4.1.2** meet the specific needs for Professional staff at all career stages
 - 4.1.3** enhance management and leadership development opportunities for aspiring and emerging leaders
 - 4.1.4** support staff in sustaining career progression whilst navigating career breaks/flexible work requirements
- 4.2** Facilitate cross-unit collaboration and interdisciplinary communities of practice
- 4.3** Cultivate a mentoring and coaching culture
- 4.4** Develop a coordinated and planned approach to succession planning

5 RECOGNISE AND REWARD OUR PEOPLE

Western understands that its success is directly dependent on the performance, creativity and capabilities of our people.

To support and encourage innovation, consistent effort and performance our people need access to relevant and timely recognition and reward systems that provide clear incentives for excellence in achievements.

GOALS 2018-2021

- 5.1** Design and deliver an enhanced recognition and reward system
- 5.2** Provide clearly defined expectations for high performance and achievement
- 5.3** Enable staff to attain recognition as Higher Education Academy Fellows
- 5.4** Assist staff to gain recognition for excellence through local, national and international awards
- 5.5** Design mechanisms to increase the dissemination of our success stories



ALIGNMENT TO SECURING SUCCESS 2018-2020

OUR PEOPLE SECURING SUCCESS AIMS TO SUPPORT THE ACHIEVEMENT OF SECURING SUCCESS 2018-2020 OUTCOMES THROUGH SPECIFIC ALIGNMENT TO THE FOLLOWING ACTIONS:

SECURING SUCCESS 2018-2020

- 1.4** Continue to build the capacity of staff to support students as active participants by strengthening career preparedness and employability through internships and placements
- 2.3** Increase research impact by driving a culture of co-creation of research with our partners, translational applications and broad dissemination of research outcomes
- 2.5** As an anchor institution harness the diversity of Western Sydney to inform research that has application globally within diverse metropolitan and regional environments
- 2.6** Partner with Aboriginal and Torres Strait Islander people in research that is inclusive and reflects their priorities
- 2.7** Develop 'communities of scholars' to facilitate interdisciplinary and cross-campus opportunities for academic dialogue and knowledge-sharing
- 2.8** Offer contemporary, best practice researcher support and development programs and foster an innovative and entrepreneurial research culture for staff and students that is inclusive of and informed by community, industry and government partners
- 2.9** Recognise and celebrate diverse research effort through comprehensive metrics that incorporate non-traditional scholarly activity
- 2.11** Promote research achievements to the public, private and non-government organisations, and the broader community, raising the profile and reputation of the Institution to match the substance of its achievements
- 5.6** Work with Aboriginal and Torres Strait Islander communities in Greater Western Sydney to improve educational and employment outcomes
- 6.1** Ensure the highest standards of university governance and accountability and promote inclusive and participatory decision-making
- 6.2** Focus on recruiting, retaining and developing a high-quality workforce that reflects the diversity of the region
- 6.3** Develop a leadership and performance framework and programs with innovative reward and recognition strategies
- 6.4** Deliver a range of relevant career development opportunities and training, particularly for early and mid-career staff, in the capabilities and skills required for the University to succeed in a competitive sector
- 6.5** Continue to invest in cutting-edge technology and equip and train staff to ensure excellence in contemporary learning, teaching and research
- 6.7** Foster a commitment to the health, wellbeing and safety of our staff and students
- 6.9** Embrace and embed sustainability within the University's culture, leveraging Western's standing as one of only four universities appointed by the United Nations as a Regional Centre of Expertise on Educational Sustainable Development
- 6.10** Continue to be recognised as an Employer of Choice for Gender Equality by the Workplace Gender Equality Agency and actively engage in the Science in Australia Gender Equity (SAGE) initiative



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