Briefing Paper 1: Background to Workplanning at RMIT May 2011

Over the past two years RMIT’s workplanning processes have been updated with the commencement of the new Executive Director, Human Resources.

There has been a:

- review of the template
- the process itself
- partnered with significant investment in training and development.

Culturally there has been a focus on the form, rather than the wider more critical concerns of how staff set expectations, receive feedback, are developed and supported in their roles, set and achieve realistic targets, understand behavioural expectations and are motivated to excel.

The take-up of workplanning has improved. In 2011, 89% of workplans were submitted to Human Resources for analysis which is an increase of 30% since 2010. Prior to 2010, organisationally, there was no line of sight of effective workplanning with many areas undertaking workplanning inconsistently or not undertaking workplanning with their staff at all.

There is also greater acceptance that workplans are held centrally in preparation of an online system, however the quality of experience has been varied. There are still aspects of the workplanning experience that RMIT needs to work on which includes:

- Improving processes and design of template (moving from a manual form to an online system will help this).
- Improving the experience of workplanning (for managers and staff) through enhanced skill, capability and confidence in the process.
- Focus on objectives and not enough on ‘how’ an employee performs (Behavioural Capability Framework will help with this)

Since 2010, Presence of IT has worked with HR to develop a performance management system in SAP to enhance the workplanning processes at RMIT. It has reached a critical stage in development where endorsement needs to be provided by VCE in order to roll-out to all staff by the end of the year for the annual workplanning cycle 2011/2012.

Two reviews (taking place during 2009 and 2010), as well as feedback consultation, the training needs analysis and focus groups have informed the development of the online templates. The design phase has been completed with the commencement of the build and testing to occur during July and August 2011. Attachment 1 and 2 includes a short briefing note on the design phase and examples of the Performance online workplan.

Over the past two years, consultation with leaders, managers and staff including key feedback from the focus groups has assisted the design of the online system.

- The workplanning process within RMIT comprises of Planning and Objective Setting, Mid-Year Review and Year-End Review this remains the same and aligns to the annual University planning cycle.
• The basic structure of the template includes important components of objective setting, KPI comments, appraisal and development. The structure of the template does mirror in part the existing workplanning forms in some aspects. Some variance does occur in the design to align to specific academic, TAFE, professional and executive requirements. The inclusion of the online Behavioural Capability Framework is an important change.

• The system has been built to include appraisal measurement which will not be mandatory in 2011, but creates the expectation that RMIT will progress and use effectively appraisal measures within the next couple of years.