‘I want you to look forward to contributing to what we do at RMIT every day and for RMIT to be a place where job satisfaction and success are a result of working together toward a shared vision’

Professor Margaret Gardner AO
Vice-Chancellor and President

WHAT OUR PEOPLE ASKED FOR

As part of the planning process we asked RMIT staff and managers two questions:

- What should Human Resources at RMIT be famous for?
- What is the vision of our service to RMIT staff in the next five years?

Staff responded with three messages:

- relevant advice
- effective client service and relationship management
- strategic partnerships.

To be relevant and effective, we in Human Resources will need to continue to strive towards achieving RMIT’s vision, in the context of the higher and vocational education environment. This includes how RMIT contributes to its stakeholders and clients.

In partnership with senior leaders and managers across the University we also need to lead workforce transformation – especially to support high impact areas of teaching and research.
RMIT’s Human Resources plan, *Realising strategy through high performing people 2011–2015*, ensures we have the capabilities to create the future set out in our organisational objectives.

This plan examines internal and external drivers of performance and workforce capability at RMIT to arrive at priority people management actions for the coming five years. These drivers have been identified through RMIT’s Strategic Plan development, analysis of sector trends, internal demographic analysis, workforce capability planning and consultation. It is important that RMIT reacts quickly and thoughtfully to the opportunities and challenges presented: effective decisions made and actions taken now will shape our future success.

‘Realising strategy through high performing people’ is the founding premise of the human resource vision and goals presented in this plan.

Realisation of RMIT’s vision requires the support of a high performance culture that brings RMIT’s values to life. Clearly communicated behavioural expectations and measurable standards of performance are important factors in enabling high performance.

This plan aligns the Human Resource goals of RMIT Vietnam and RMIT University. It outlines how we will work with offshore partners and wholly-owned subsidiaries such as RMIT Training.

The actions included in this plan are positioned around seven Human Resource levers. Each has a related five-year vision, desired outcomes, and staged implementation.

1. **Recruitment**
   Through its excellent global reputation, RMIT will be a ‘magnet’ for highly talented staff. We will have strong staff capability through effective, proactive and efficient recruitment.

2. **Payroll services and HR systems**
   HR systems and services will be efficient, cost effective, integrated and end-user enabled. HR systems will be easy to use and provide accurate and timely information to enable effective decision making.

3. **Performance culture**
   As a place to work, RMIT will be a high performance environment – driven by accountability, results and rewards.

4. **Reward and recognition**
   RMIT’s recognition and reward initiatives will attract and retain high performing people.

5. **Leadership and people development**
   RMIT will be recognised as a sector leader for developing the skills of our people and developing great leaders.

6. **Health, safety and wellbeing**
   RMIT will be recognised as a sector leader for our effective health, safety and wellbeing strategies.

7. **Workforce design**
   RMIT will have flexible organisational structures, clear job design and accountabilities, and develop strong succession and career pathways. Managers use workforce intelligence to enhance long term planning.

‘Through our HR Plan we have an opportunity to constructively shape our cultural environment and create opportunities for staff to achieve and excel’

Marcia Gough
Executive Director, Human Resources