

# People and Culture Plan

## 2023-2026

Several whole-of-University supporting plans provide a bridge between the ECU Strategic Plan 2022-2026 and ECU’s annual operating plans: Aboriginal and Torres Strait Islander Plan, Educational Experience Plan, Enrolment Growth Plan, Equity and Inclusion Plan, International Plan, Regional Plan, and Research Plan. This People and Culture Plan provides a coordinated approach to achieve a broad range of objectives and actions in support of the Strategic Plan. This plan does not assign responsibilities for each action. Leaders within ECU have a responsibility for the execution of much of this plan. While HRSC will support the development of frameworks, guiding principles and modernising our processes this will be done in collaboration with ECU leaders who are ultimately responsible for the people they lead.

The overall purpose of the People and Culture plan is to articulate a vision for ECU to empower the talent and potential of our staff. We recognise that our people are the key to our success and the centre of everything we do. We want to build on the strong organisational culture and high levels of satisfaction expressed by our staff and will contribute to making ECU a great place to work.

The People and Culture Plan will support ECU to move to a future-focused strategic approach to align with best practice to best support the overall ECU strategy along with the supporting plans.

The ECU People and Culture Plan’s Senior Executive sponsor is the **Senior Deputy Vice-Chancellor**, and it was approved by the Vice-Chancellor on 1 March 2023. Progress against the plan will be reviewed annually, with adjustments incorporated where necessary.

Talent Acquisition and Management.....	2
Build Leadership and Capability.....	3
Fostering Equity, Diversity, Inclusion and Belonging (EDIB) .....	5
Promote and support the health and wellbeing of staff .....	6
Contemporary Processes and Technology.....	7
Organisational Identity.....	8
Indicators .....	9

## Talent Acquisition and Management

### Objective 1: Develop a talent acquisition and management framework

1.1	Modernise our talent acquisition activities, in line with the new ECU brand, using enhanced digital platforms to identify, attract and grow a diverse workforce by actively engaging with local, regional, national and global talent communities.
1.2	Establish a talent referral programme to maximise our existing employee community and networks.
1.3	Design innovative talent pooling to support the strategy and business.
1.4	Unlock development opportunities through an internal talent mobility platform.
1.5	Develop and implement a focused succession planning framework that identifies, develops and retains future leaders.

### What will success look like?

- Complete roadmap and pilot programme for the succession planning framework.
- ECU's employee profile will better reflect the composition of the Western Australian population and be reflective of our communities.
- ECU Staff satisfaction ratings will continue to be well above sector averages.
- An employee profile that more accurately reflects the composition of our community, including in leadership roles.

## Build Leadership and Capability

### Objective 2: Build leadership capability across all levels of ECU

- 
- |     |                                                                                                                                                                             |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.1 | Develop a leadership framework and capability matrix to build the inclusive leadership needed to support change, new ways of working and effective responses to disruption. |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
- 
- |     |                                                                                                                 |
|-----|-----------------------------------------------------------------------------------------------------------------|
| 2.2 | Develop and implement a People Management programme to support managers in the fundamentals of managing people. |
|-----|-----------------------------------------------------------------------------------------------------------------|
- 

### Objective 3: Establish a contemporary approach to careers

- 
- |     |                                                                                                                                                                                                                                           |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.1 | Develop and implement a contemporary academic careers framework that enables academic staff to deliver high-performance scholarly teaching, and research outcomes, and supports their career aspirations and the goals of the University. |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
- |      |                                                                     |
|------|---------------------------------------------------------------------|
| 3.2. | Develop and implement an early academic career mentoring programme. |
|------|---------------------------------------------------------------------|
- |     |                                                                                                                  |
|-----|------------------------------------------------------------------------------------------------------------------|
| 3.3 | Develop and implement a career framework to support professional staff in their career development and pathways. |
|-----|------------------------------------------------------------------------------------------------------------------|
- 

### Objective 4: Establish workforce planning principles and framework

- 
- |     |                                                                                                                                 |
|-----|---------------------------------------------------------------------------------------------------------------------------------|
| 4.1 | Develop and implement a strategic workforce planning tool to inform data-driven insights into our current and future workforce. |
|-----|---------------------------------------------------------------------------------------------------------------------------------|
- 
- |     |                                                                                                          |
|-----|----------------------------------------------------------------------------------------------------------|
| 4.2 | Establish workforce planning principles and framework to develop ECU's planning maturity and capability. |
|-----|----------------------------------------------------------------------------------------------------------|
- 
- |     |                                                        |
|-----|--------------------------------------------------------|
| 4.3 | Pilot and launch annual workforce planning activities. |
|-----|--------------------------------------------------------|
- 

### Objective 5: Create a workforce ready for the future

- 
- |     |                                                                                                                                                                                                               |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.1 | Identify, develop and implement a job family architecture that enables staff to deliver high-performance outcome, achieve the goals of the University and empowers staff to pursue their desired career path. |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
- 
- |     |                                                                                                                                                                                                                                                                                      |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.2 | Identify, develop and implement ECU's Future of Work practices including how we adapt the way we work, the way we manage, where we work, how we collaborate, and how we communicate to deliver exceptional service and performance within a hybrid model and future ways of working. |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
- 
- |     |                                                                                 |
|-----|---------------------------------------------------------------------------------|
| 5.3 | Redefine the people capability matrix to align with Future of Work initiatives. |
|-----|---------------------------------------------------------------------------------|
- 

### What will success look like?

- Build a roadmap for developing the leadership capability framework and matrix. The road map will:
  - Incorporate the new ECU brand focus
  - Facilitate a process that identifies and defines a set of capabilities and principles that leaders at all levels will embody and include a skills gap and training needs analysis

- Focus on achieving ECU's strategic and operational objectives
- A mature workforce planning tool and framework that supports future-focussed decisions.
- Complete the Jobs Family Architecture roadmap.
- Complete identification of ECU's Future of Work practice principles and integrate key principles.

## Fostering Equity, Diversity, Inclusion and Belonging (EDIB)

### Objective 6: Foster an inclusive environment where diversity is celebrated, respected, and valued and our people feel like they belong

6.1	Through codesign with the ECU community build a shared understanding of what EDIB means by way of guiding principles.
6.2	Innovative and intentional EDIB objectives are firmly embedded in our People and Culture Plan.
6.3	Enhance the employment experience and outcomes for staff from equity groups.
6.4	Utilise workforce planning and EDIB recruitment strategies to support increased diversification of ECU's staff profile in professional, academic and leadership roles.

### Objective 7: Support Aboriginal and Torres Strait Islander success

7.1	Adopt a proactive and strategic approach to Aboriginal and Torres Strait Islander employment that optimises and builds our talent pipelines.
7.2	Ensure all Aboriginal and Torres Strait Islander staff are supported to engage meaningfully in professional development opportunities.

### What will success look like?

- An EDIB framework that enables and supports staff and areas to embed the principles.
- Positive feedback regarding EDIB in recruitment/onboarding reflected in new employee survey responses.
- ECU provides intentional and meaningful development opportunities that support creating an inclusive workplace culture.
- Diversity reflected in applications for, and successful Academic Promotions.
- Achievement of the Athena Swan Silver Award accreditation for 2024.
- Reduction in the gender pay gap at ECU.
- Aboriginal and Torres Strait Islander academic employment rate is improved.
- Achievement of Silver employer status in the Australian Workplace Equality Index (AWEI).
- Equity and Inclusion Plan is supported.
- Aboriginal and Torres Strait Islander Plan is supported.

## Promote and support the health and wellbeing of staff

### Objective 8: Inspire a culture committed to the health, safety and wellbeing of our ECU community

- 
- |     |                                                                                                                                             |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------|
| 8.1 | Develop a Health, Safety and Wellbeing Strategy to move ECU beyond compliance and embed health, safety and wellbeing in the culture of ECU. |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------|
- 
- |     |                                                                                                         |
|-----|---------------------------------------------------------------------------------------------------------|
| 8.2 | Empower our leaders to be accountable, inquisitive and visible in health, safety and wellbeing matters. |
|-----|---------------------------------------------------------------------------------------------------------|
- 
- |     |                                                                                                                                                  |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------|
| 8.3 | Build the capability of our people to understand Work Health and Safety (WHS) accountability and meaningfully contribute to WHS decision making. |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------|
- 

### Objective 9: Build a shared understanding and responsibility of positive mental health and demonstrate a clear commitment to strengthening a positive mental health culture for our people

- 
- |     |                                                                                                                |
|-----|----------------------------------------------------------------------------------------------------------------|
| 9.1 | Promote and progress the ECU student and staff Mental Health Strategy to support overall health and wellbeing. |
|-----|----------------------------------------------------------------------------------------------------------------|
- 

#### What will success look like?

- Development, implementation and extensive communication of the Health, Safety and Wellbeing Strategy.
- Additional tools, advice and guidance to Leaders to assist them to understand and comply with their safety obligations and support exceptional safety culture.
- Providing timely data and reports that assists Leaders to identify and manage risks and enhance safety performance in their workplaces.
- Enhancing ECU's health and safety management systems with a focus on moving to best practice and applying innovative technological solutions where possible.
- Developing and implementing a psychological risk management programme for early identification and intervention in areas where psychological risks may occur, with the aim of maintaining good psychological health for ECU staff.

*\* ECU Student and Staff Mental Health Strategy 2021 -2024 also includes a number of success measures.*

The [ECU Work, Health, Safety and Wellbeing Plan 2023 – 2026](#) provides more information on the implementation of the above actions which will allow ECU to continually improve our safety systems and move beyond legal compliance to WHS best practice.

## Contemporary Processes and Technology

### **Objective 10: Strategically plan our HR systems, processes, and governance to reflect contemporary practice and technologies**

---

- 10.1 Progressively evaluate and streamline HR technology and processes to ensure they are efficient, accessible and transparent.
- 

### **Objective 11: A delivery model that is integrated, future focused, partnering and people centric, empowering our leaders to build organisational capability**

---

- 11.1 Develop and implement a comprehensive, integrated, forward-thinking, and people-oriented delivery model that reflects ECU's values and is based on current best practices and research.
- 

### **Objective 12: Enhanced data and analytics capability to inform workforce decisions**

---

- 12.1 Consult with the business to identify and implement strategically relevant data metrics to inform workforce decisions.
- 

### **What will success look like?**

- High level rollout of People and Culture Plan.
- Communication of priorities to the business.
- Implementation of one to two piloted 'quick wins'.
- Consultation with relevant stakeholders complete.
- Delivery planning communicated to the wider business.

## Organisational Identity

### Objective 13: Promote our unique Organisational Identity

---

13.1	Define and align our unique Organisational Identity to clearly articulating the tangible and intangible benefits of working at ECU.
13.2	By clearly articulating our Organisational Identity, build a reputation as an Employer of Choice to attract, employ and retain talented people.
13.3	Revise and align our recognition and reward programmes to celebrate staff achievements and better recognise collaborative efforts across ECU.

---

#### What will success look like?

- Clearly articulate and communicate ECU's identity to boost employee engagement.
- Positive new starter, stay and exit interviews and Staff Engagement Survey results.
- Social Media Engagement - targeted marketing toward EVP communication on social media.
- The success of our people is celebrated, rewarded and recognised.



## Indicators

	Baseline 2021	2026
Aboriginal and Torres Strait Islander employment – full-time equiv. (%) *	2.4	3.0
Staff satisfaction – Voice Survey “passion/engagement” item (%) *	80	≥ Nat av.
Disability access and inclusion – AND Access and Inclusion Index Score *	23	≥ 60
Gender pay gap – difference in total remuneration, full-time (%) *	15.3	Nat. av.

\* ECU Strategic Plan 2022–2026

*Definitions for supporting plan indicators are yet to be finalised. Indicators may be amended to reflect data availability, relevancy, or accuracy.*