



University of  
South Australia

# Strategic Planning: Prior to and During Enterprise Bargaining

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## Composition of the Bargaining Team

- Balance of Skills
- Personalities
- Roles



## Composition of the Union Team

- Personalities
- Ideology
- Someone with whom you can informally interact



# PRIOR (3)

Level of decision-making invested in the team

Lines of communication to VC

Desired outcome: Plan A, Plan B, Plan C.....Plan Z?

Bottom line but need to be flexible

Identify key vulnerabilities, yours and their

Pace, time, location



# CONTEXT

Traditionally UniSA not a leader in E/B

Growing management resolve/new players

Some recent initiatives

- Data suite on staff performance
- Stronger performance management
- Managing change

Not an harmonious environment



# PROCESS (1)

End date of agreement 1 January 2009

Bargaining commenced in May 2009

28 meetings of the Bargaining Teams to the end of April 2010

10 meetings of the Drafting Team to the end of April

Some grinding progress but resolution some time away



# PROCESS (2)

One 24-hour stoppage

Series of bans

Two court actions

Administrative salary increases



# DURING (1)

Three union-based Enterprise Agreements but, de facto, One Union

Key agreement covers both academic and administrative staff

Initial NTEU attitude:

- Win back 2006 HEWRRs “concessions”
- An ALP Government in Canberra/Work Choices rejected
- Our turn
- Management are a pack of ....



# DURING (2)

Pattern bargaining

Good faith bargaining

No bargaining



# DURING (3)

Plan B: Revising management position

Scanning the external environment

More non-bargaining: discussions non-confidential

Industrial action: 24-hour stoppage – Melbourne initiated

Lessons from the industrial action



# DURING (4)

Some bargaining, some limited progress

Bans on assessment and processing exam results - late October

Reflections on our strategy; graduating students

Legal action: Section 424, but kept bargaining as well

FWA decision in early December suspending all protected industrial action for 14 days

NTEU appeal

More bargaining



# LESSONS

One year on..... will agreement be reached

Need for flexibility but also firmness

Internal communications/decision-making/EB strategy group

Universities have the ability to maintain the line

The role of unions in Universities

Pattern bargaining is the NTEU goal