



Australian
Higher
Education
Industrial
Association

STRATEGIC PLAN
2017-2020

FOREWORD

As outlined in the Australian Higher Education Workforce of the Future Report, commissioned by the Association and released in 2016, universities are operating in an environment where they need make transformative changes to the way in which they operate, and the manner in which their employment arrangements are structured and regulated.

Universities need to look forward, rather than to the past, in determining their own destinies, and AHEIA must position itself to be able to assist its members to achieve their employment-related objectives in an effective and efficient manner.

This strategic plan builds on the ever-evolving role of AHEIA in meeting the needs of its members, and sets a clear direction for the Association for the next three years.

Professor Andrew Vann

President
May 2017

OUR STRATEGIC FOCUS

STATEMENT OF PURPOSE

AHEIA will provide strategic leadership on behalf of the higher education sector, and will deliver high quality and valued services to assist members to achieve their employment-related objectives.

CULTURE AND ETHOS

We will closely consult and engage with our members to provide relevant and outcome-focused services, delivered with professionalism and integrity.

STRATEGIC OBJECTIVE 1

INFLUENCING THE EXTERNAL ENVIRONMENT IMPACTING UPON UNIVERSITIES AS EMPLOYERS

We will:

- Be the public voice of the university sector on employment-related issues of significance to the sector
- Provide strategic direction, including through the commissioning and dissemination of research, to assist universities in making decisions regarding their own employment arrangements
- Make submissions to public inquiries regarding legislation, codes of practice, and other regulatory requirements
- Make submissions in FWC proceedings on matters of importance to the sector as a whole
- With AHEIA Executive Committee involvement, highlight matters of significance to the sector to Government Ministers, other members of parliament, their advisors, and key departmental officials
- Work alongside Universities Australia, and form other beneficial strategic alliances

MEASURING SUCCESS



Outcomes:

Public statements and submissions and representations made on behalf of the university sector

Success is measured by:

The extent to which the Association is able to influence decisions that are made, and is viewed as an influential source of commentary on behalf of the sector

STRATEGIC OBJECTIVE 2

ADVISING, ASSISTING AND REPRESENTING OUR MEMBERS

We will:

- Provide proactive advice to members on issues affecting the employment environment, and alert members to threats and opportunities at the enterprise level
- Assist members with the development and implementation of enterprise bargaining strategy and processes
- Provide advice to members on employment matters governed by legislation, enterprise agreements, HR policies and individual contracts of employment
- Represent members on an individual or collective basis in the Fair Work Commission in the full spectrum of matters under the Fair Work Act 2009
- Represent members before internal university committees
- Represent, or facilitate representation for members, before other courts and tribunals (as appropriate) on employment-related matters

MEASURING SUCCESS



Outcomes:

Members benefiting from advice, assistance and representation from the Association.

Success is measured by:

Annual membership satisfaction survey results, and influence on case-law affecting universities

STRATEGIC OBJECTIVE 3

DELIVERING INFORMATION TO OUR MEMBERS

We will:

- Produce publications that assist members' understanding of the impact of case-law and legislation
- Arrange and host annual conferences, State practitioner meetings, and other specialist forums on issues of interest and relevance to members
- Provide member-only access to a comprehensive suite of website information that will assist members in making employment-related decisions
- Provide website facilities for members to share information, including through an HR Directors facility and Info Share
- Administer the Universities HR Benchmarking Program, to enable members to benchmark themselves against other Australian universities in relation to key aspects of employment

MEASURING SUCCESS



Outcomes:

Members have access to information which assists them in making employment-related decisions and in transforming their employment arrangements in line with their strategic objectives

Success is measured by:

Annual membership satisfaction survey, conference and forum delegate survey results

STRATEGIC OBJECTIVE 4

BUILDING MEMBERS' CAPABILITY

We will:

- Provide members with learning and development programs that support leadership development, empower universities to effect cultural change, and equip their HR staff and line managers to effectively deal with current and emerging workplace issues
- Design and deliver learning and development programs ourselves or in partnership with external providers
- Engage external providers to deliver programs outside our own particular expertise

MEASURING SUCCESS



Outcomes:

Members are equipped with skills and capabilities to enable them to effectively deal with workplace issues

Success is measured by:

Annual membership satisfaction survey, learning and development survey results



HOW WE WILL DELIVER OUTCOMES FOR OUR MEMBERS

TAKING ACCOUNT OF FEEDBACK FROM OUR MEMBERS

We will continue to seek and act on feedback on all of the services that we provide to our members, including by our annual membership satisfaction survey and other survey instruments

MAINTAINING A HIGH-LEVEL SKILL BASE

We will maintain a team of highly-skilled, knowledgeable and outcome-focused staff able to provide the services that our members need

CONTINUOUS CONSULTATION

We will consult with our members on matters affecting them individually and collectively, in a manner that maximises the input of members into actions taken by the Association

DELIVERING A PERSONALISED SERVICE

We will always seek to foster positive, close working relationships with member representatives and deliver services that meet our members' needs

IMPLEMENTATION AND REVIEW

The Executive Director is charged with responsibility for focusing the activities and resources of the Association so as to best meet the objectives of the Strategic Plan.

In doing so, the Executive Director will consult as appropriate so as to be well-informed as to the specific needs of members and how to position the Association to deliver the services necessary to meet those needs in an effective and efficient manner.

Implementation of the Strategic Plan will be continuously monitored and reviewed through the Association's governance processes.

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