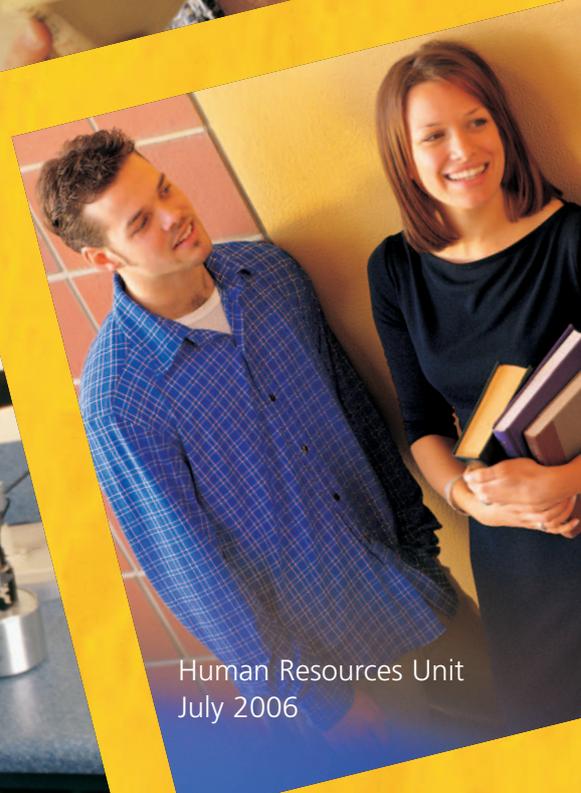
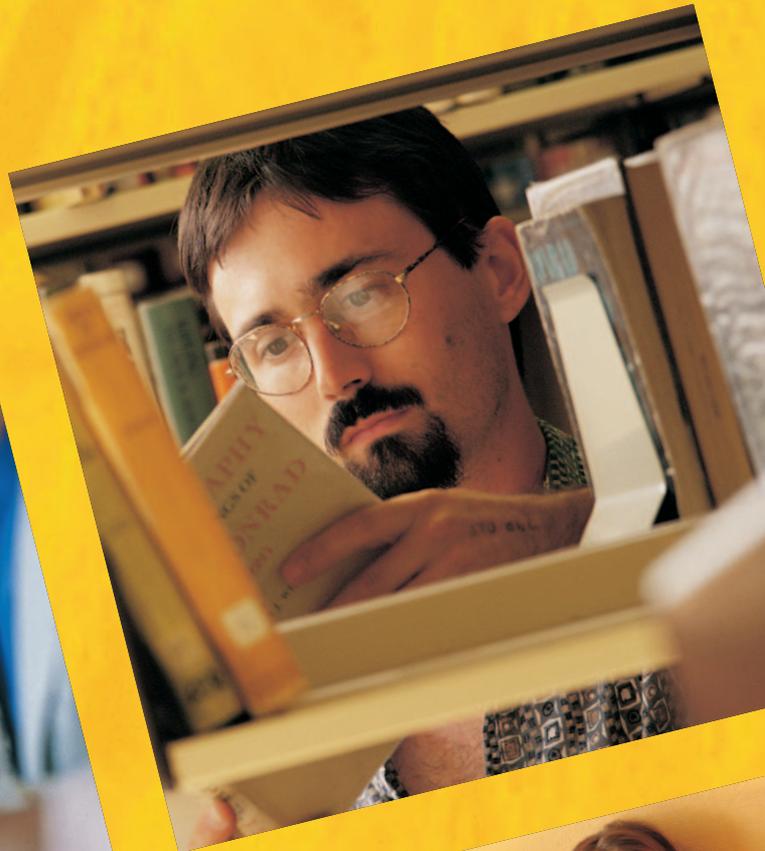


Annual Workforce and Age Profile Report 2005-2006

As at 31 March 2006



UniSA

Human Resources Unit
July 2006

INTRODUCTION

The human resource indicators in this report provide broad workforce data and analysis, including key workforce information at the corporate level.

This report will assist managers in the comparison of local information with corporate and benchmarking data to:

- achieve a greater understanding of the University of South Australia's (UniSA's) workforce,
- identify trends and gaps in the workforce, and
- provide a measure of human resource strategy success.

HUMAN RESOURCE INDICATORS

The workforce planning framework includes the identification of suitable human resource indicators to provide a corporate overview of the workforce and the continuous monitoring of corporate strategies. The indicators are only intended to provide a snapshot of workforce issues and are to be considered along with other relevant data.

The human resource indicators provide a measure of the human resource capacity of the organisation and the effectiveness of workforce planning initiatives.

This report includes the following human resource indicators:

- Workforce size
- Employment type – non casual
- Temporary staff
- Staff turnover
- Length of service
- Diversity profiling - Indigenous, youth, women in the UniSA workforce, country of birth, first language and disability
- Academic and general staff qualifications
- Career development – academic promotion, reclassification of general staff, higher duties opportunities, professional development program and staff study support
- Leave, including family friendly leave initiatives
- Occupational Health Safety and Welfare
- Age Profile

BENCHMARKING

Where possible, benchmarking information for most indicators has been included and information has been obtained from the following sources:

- Department of Education, Science & Training (DEST) data 2005
- Australian Bureau of Statistics (AusStats 2001 & 2006)
- Australian Bureau of Statistics, *Year Book Australia 2005*.
- Australian Universities HR Benchmarking Program 2006 – HR Performance Indicators for the period 2003 – 2005 (Queensland University of Technology [QUT])
- Government of South Australia, Office of Public Employment Workforce Analysis 2005
- University of South Australia Annual Workforce Report 2003-2004 & 2004-2005
- Mercer HR Consulting, Human Resource Effectiveness Monitor 2005
- Advancing the AVCC Action Plan for Women, Cross Institution comparisons based on 2005 data, prepared by QUT for the Australian Technology Network (ATN)

TREND

The Annual Workforce Profile Report provides trends against measures for the last three years. The trend analysis for each indicator can be used to plan, implement and evaluate human resource policies and initiatives.

This year the report includes a separate section on the age profile of the University.

ANNUAL WORKFORCE REPORT

The Annual Workforce Profile Report forms part of the University's workforce planning and reporting framework and provides an overview of the workforce profile, establishes base measures where appropriate and presents an analysis of the data.

The data in this report is based on the annual data provided to DEST, which is finalised in June. It is for this reason that the data is either static as at 31 March 2006 or reflects data captured from 1 April 2005 to 31 March 2006. The exception to this is casual employment where data is provided based on calendar year (1 January to 31 December 2005).

At the beginning of 2006, the Portfolio: Access and Learning Support changed its name to Portfolio: Academic. At this time the Whyalla Campus came under the responsibility of the Portfolio: Organisational Strategy and Change. Tables with historical data have changed to reflect the new name.

For further advice and information please contact the Director: Human Resources, Shard Lorenzo or the Remuneration and Workforce Strategy Team in the Human Resources Unit (HRU):

Carroll DeVizio
Senior Consultant: Remuneration and Workforce Strategy
Phone: x21641
carroll.devizio@unisa.edu.au

Bernice McGrath
Consultant: Remuneration and Workforce Strategy
Phone: x21613
bernice.mcgrath@unisa.edu.au

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Results Overview: 2003–2004, 2004–2005 and 2005–2006

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	2003-2004		2004-2005		2005-2006	
1. Workforce Size FTE (including casuals)	FTE		FTE		FTE	
Total Staff	2448.5		2445.4		2509.4	
2. Staff Numbers (excluding casuals)	FTE	Percentage	FTE	Percentage	FTE	Percentage
Academic Staff	891.1	43%	919.8	44.8%	956.2	44.2%
General Staff	1194.5	57%	1183.0	56.2%	1205.4	55.8%
Continuing Staff	1607.7	77%	1662.8	79%	1661.0	77%
Fixed-Term Contract Staff	477.9	23%	440.0	21%	500.5	23%
Total Staff (FTE) Non-Casual	2085.6		2102.8		2161.5	
Total Staff (headcount) Non-Casual	2223.0		2226.0		2287	
Ratio of general staff to academic staff (FTE)	1.34		1.29		1.26	
Total number of Payment Summaries issued	5784		6013		6043	
3. Casual Employment	FTE	Percentage	FTE	Percentage	FTE	Percentage
Academic staff, FTE & percentage of academic FTE	256.2	22.3%	245.4	21.0%	255.49	21.1%
General staff, FTE & percentage of general FTE	106.7	8.2%	97.3	7.6%	92.36	7.1%
Total casual staff, FTE & percentage of total FTE	362.9	14.8%	342.7	14.0%	347.85	13.9%
Academic staff, total casual hours	248,872 hours		255,759 hours		276,321 hours	
General staff, total casual hours	194,183 hours		177,020 hours		168,102 hours	
4. Staff Turnover	Headcount	% turnover	Headcount	% turnover	Headcount	% turnover
Voluntary Separation	162	7.1%	183	8.2%	225	10.0%
Involuntary Separation	71	3.1%	118	5.3%	65	2.9%
Total Staff Separation	233	10.3%	301	13.5%	290	12.9%
5. Length of Service - Average Years						
Academic	10 years 1 month		10 years 1 month		10 years 1 month	
General	9 years 5 months		9 years 7 months		9 years 4 months	
6. Diversity - percentage of Workforce						
Indigenous Staff (Headcount)	1.26%		1.17%		1.53%	
Youth (16 to 24) (FTE General Staff)	5.3%		5.1%		5.8%	
Female academic staff (headcount as % of all academic staff)	45.5%		45.0%		46.7%	
Female general staff (headcount as % of all general staff)	64.0%		65.0%		66.5%	
Female total staff (headcount as % of total staff)	56.0%		56.0%		57.8%	

PART A: WORKFORCE PROFILE (cont)

	2003-2004	2004-2005	2005-2006
7. Staff Qualifications			
Academic Staff Qualifications - Doctorate	42.9%	46.5%	50.45%
General Staff Qualifications – Bachelor or higher	26.6%	28.3%	30.0%
8. Career Development			
Academic Staff Promotions (Level B to E)	33	40	37
Academic Promotion Application Rate	6.6%	8.2%	6.3%
Academic Promotion Rate	3.8%	4.5%	4.1%
General Staff Reclassifications	35	40	21
General Staff Higher Duties Opportunities	363	406	402
Professional Experience Program Leave (no. of staff who accessed PEP)	Not reported	80	72
9. Leave (Days)			
Unplanned Leave	5.3	6.2	6.3
Total Planned Leave	19.9	27.5	21.5
Average Rec Leave Liability: Academic Staff	16.7	17.7	16.7
Average Rec Leave Liability: General Staff	16.5	17.1	16.7
Long Service Leave Liability: Academic Staff	58.6	55.6	56.3
Long Service Leave Liability: General Staff	46.1	46.9	44.5

PART B: OCCUPATIONAL HEALTH & SAFETY

Workcover Claims Registered	55	56	54
Number of lost time claims	22	22	22
Total Days Lost	351	376	382

PART C: AGE PROFILE

Academic Median Age	48 years	48 years	49 years
General Median Age	42 years	42 years	42 years

Executive Summary

Following is a summary of the key findings contained in this report and includes an outline of trends for the periods 2003-2004, 2004-2005 and 2005-2006.

Workforce Size

The total number of full-time equivalent (FTE) staff (including casuals) for 2006 was 2509.4, an increase of 64 FTE (2.6%) since 2005. When compared to 2004, total staff numbers have increased by 60.9 FTE (2.5%). The ratio of general staff to academic staff is 1.26. This represents a decrease from 1.29 in 2005 and 1.34 in 2004. Sixty-six per cent of University staff are employed on a continuing basis, 20% are fixed-term and 14% are casual.

Turnover

Voluntary turnover has continued to increase and is at its highest for the three year period, with 225 staff leaving voluntarily in 2006. This equates to a voluntary turnover rate of 10%. Involuntary turnover was 2.9%, a decrease from 5.3% in 2005. The total turnover for the University has decreased over the last 12 months from 13.5% in 2005 to 12.9% in 2006.

Length of Service

The average length of service for academic staff was 10 years and 1 month as at 31 March 2006. The average length of service for general staff was 9 years and 4 months.

Indigenous Employment

The percentage of staff that identify themselves as Indigenous origin has increased over the last year from 1.17% of total headcount in 2005 to 1.53% in 2006.

Youth Employment

The percentage of general staff under the age of 25 has increased from 5.1% (50 FTE) in 2005 to 5.8% (74 FTE) in 2006.

Women in the UniSA Workforce

As a total percentage, women comprise 57.8% of the non-casual UniSA workforce. Women account for 46.7% of all academic staff and this has increased slightly over the 3 year reporting period. The University 2006 KPI target is 48%. Women represent 66.5% of general staff and this has also increased over the period. At the senior levels, women represent 28.3% of academic staff at Academic Level D and above (KPI 30%) and 42.1% of general staff at level HEO10 and above (KPI 44%).

Academic Staff Qualifications

As at 31 March 2006, 50.5% of academic staff held a doctoral qualification. The 2006 University KPI target is 48%. The percentage of staff holding a doctoral qualification has increased during the reporting period (42.9% in 2004 and 46.5% in 2005).

Academic Promotions

57 academic staff applied for promotion in the 2005 round – 21 women and 36 men. Of these, 37 were successful (13 women and 24 men).

The academic application for promotion rate for the 2005 round was 6.3%, down from 8.2% in 2004 and 6.6% in 2003. As a comparison, the Australian Universities Benchmarking Program 2006 showed the average academic application for promotion rate for all universities for 2005 to be 7.5% and for ATN universities 8.2%.

The academic promotion rate for the 2005 round was 4.1%, down from 4.5% in 2004 and slightly higher than 3.8% for 2003. As a comparison, the Australian Universities Benchmarking Program

2006 showed the average academic promotion rate for all universities was 4.8% and for ATN universities 4.7%.

The benchmarking reveals that both the academic application for promotion rate and the academic promotion rate for UniSA are lower than the national average.

General Staff Reclassification

21 applications were received for general staff reclassification. Of these, 13 (65%) were successful. Over the three year reporting period, the number of applications for reclassification has fluctuated from 35 in 2004, 40 in 2005 and 21 in 2006. This is seen as an improved result as it reflects a clearer and more transparent process for employees and indicates that reclassification is no longer used as a reward mechanism.

Professional Experience Program (PEP)

72 academic staff (7.1% of total academic headcount) were recorded as accessing PEP leave during the reporting period. This represents a decrease of 8 from the previous year.

Planned and Unplanned Leave

The unplanned leave rate for 2006 was 2.52%, meaning that on average staff members took 6.3 days off as unplanned leave. This has increased from 6.2 days in 2005 and 5.3 days in 2004. The total planned leave rate was 8.65% equating to approximately 21.5 days off per year for each staff member. This is significantly lower than the rate for 2005 (27.5 days) and slightly higher than in 2004 (19.9 days).

Leave Liability

The recreation leave liability for 2006 was an average of 16.7 days per staff member. This has decreased slightly from 17.4 in 2005, and is slightly higher than for 2004 (16.6). A new process to eliminate excess recreation leave will be implemented in 2006.

The average long service liability of all staff has decreased over the three year reporting period, from 51.4 days in 2004, 50.7 days in 2005 down to 49.7 days in 2006. Local HR officers will provide managers with 6-monthly reports on long service leave accruals, to help monitor and address the long service leave liability.

Family Friendly Leave Initiatives

The full range of family friendly leave initiatives have been included in this report for the first time, therefore the data shows a significant increase in the number of occasions staff participated in these initiatives – 760 in total for 2006 compared with 68 for 2005 and 60 for 2004. It should be noted that this data represents each separate occasion that family friendly leave initiatives were accessed – it may be that the same staff members are accessing different initiatives, or the same initiative a number of times, e.g. family responsibility leave.

Workers Compensation

There were a total of 54 workers compensation claims registered, representing 2.36% of staff. This compares to 56 claims in 2005 and 55 in 2004. 382 days were lost to 22 lost time workers compensation claims. While the number of lost time claims has remained steady over the 3 year reporting period, the number of days lost has increased from 351 in 2004, 367 in 2005 to 382 in 2006.

Age Profile

The median age for academic staff is 49 years and general staff 42 years. University-wide the median age is 46 years. The highest proportion of UniSA staff are in the 45-54 age group (29.9%), followed closely by the 35-44 age group (28%). Fifty-eight per cent of all academic staff are in the 45 years and over age categories, compared with 40% of general staff.

Overview

CONTEXT

As the *2005 Corporate Performance Report* indicates, the key challenges confronting the University in the immediate development of its workforce are competition for high performing research staff as universities prepare for implementation of the Research Quality Framework (RQF) and recruiting younger academic staff in response to the ageing academic profile. The RQF emphasis on the quality and impact of research performance of staff as individuals and as interdisciplinary groups has already resulted in a significant increase in competition between universities and poaching of key staff and research groups. At the same time there will be a marked decrease in the overall supply of labour in Australia due to an ageing workforce and decreased fertility rate. Attracting and retaining the best staff in this environment will require initiatives that focus on:

- workforce planning in relation to research capability
- capture of candidate demographics in order to understand the pool of resources and any trends or issues in University recruitment
- building a better understanding of reasons for staff departures through an improved exit interview and data gathering process University-wide.
- retention of high performing academic staff in a competitive research environment.

The global scope of recruitment has become more evident as 32% of academic staff have one or more qualification awarded by an overseas institution.

INITIATIVES

A number of initiatives have been implemented that will impact on the workforce and the human resource indicators:

Attraction and Retention of High Performing Academic Staff

Among a range of initiatives, UniSA is contributing to an ATN project on recruitment and retention of senior, high performing academic staff. It is our expectation that this qualitative study across the five institutions will contribute insights into future policy formation.

Workforce Planning

Workforce planning priorities have been incorporated into the Corporate Planning process since 2003 and workplace plans are developed at the local level.

The 2005 Workforce Planning Priorities were:

- Attraction and Retention of talent
- Academic Staff Qualifications
- Staff Gender – Senior Women
- Workforce Demographics – the ageing workforce

Age Profile

The demographic profile of Australia is shifting, and current projections indicate that by the middle of this century half the population will be aged over 45 years. This ageing of a significant proportion of the population is the combined result of increasing life expectancy and sustained low fertility. Australian universities face a generational shift over the next ten years as the “baby boom” generation retires.

In her address at the 3rd Annual Higher Education Summit in March 2005, Professor Hilary Winchester, Pro Vice Chancellor: Organisational Strategy and Change stated:

“University human resources for the next decade is not so much a staffing issue but a key organisational strategy, which will link individual capabilities with organisational requirements”.

This issue highlights the need for workforce planning, including the development of capabilities for current staff and succession planning.

To assist in the development of appropriate strategies to address medium term capability loss, this report contains a dedicated section on the age profile of the University.

Family-friendly leave initiatives

The *UniSA Academic and General Staff Enterprise Agreement 2004* provided new family friendly leave initiatives for staff. These initiatives are provided in further detail in this report and include flexible work arrangements for reducing the working year, 1/2 leave, 4/5 leave, paid maternity leave, pre-natal leave, phased in return to work leave following a maternity leave absence, child rearing leave and family responsibility leave.

PART A: WORKFORCE PROFILING

1. WORKFORCE SIZE

Description

Table 1 (over page) shows the number of full-time equivalent (FTE) continuing, fixed-term and casual staff by Division and Portfolio and Academic and General as at 31 March 2004, 2005 and 2006. Casual FTE data is compiled across the University for the period 1 January to 31 December each year utilising the DEST formula.

Casual staff are engaged by the hour and paid on an hourly basis.

Reporting of casual staff figures compared to continuing and fixed-term staff figures is important for the University to meet its requirements as agreed under the *UniSA Academic and General Staff Enterprise Agreement 2004*, clause 32.12 j;

The parties note that at March 2003, 22.5% of the FTE academic staff of the University is employed on a casual basis. It is agreed that the University shall endeavour to reduce this level during the life of the Agreement through the application of this clause. This will be monitored by the JCC receiving the annual Workforce Profiling Report.

For reporting purposes the Portfolio Pro Vice Chancellors and Executive Directors, along with their Executive Officers and Personal Assistants are reported within Chancellery. This is consistent throughout the report. Divisional Pro Vice Chancellors are reported within their respective Divisions. For 2004 and 2005 the Whyalla Campus is reported in the Portfolio: Academic (formerly known as Portfolio: Access and Learning Support). For 2006 Whyalla is reported in the Portfolio: Organisational Strategy and Change.

Figure 1 below shows the total percentages for continuing, fixed-term and casual FTE as at 31 March 2006.

Figure 1: Continuing, Fixed-Term and Casual Staff FTE total percentages by Academic and General and University-wide as at 31 March 2006

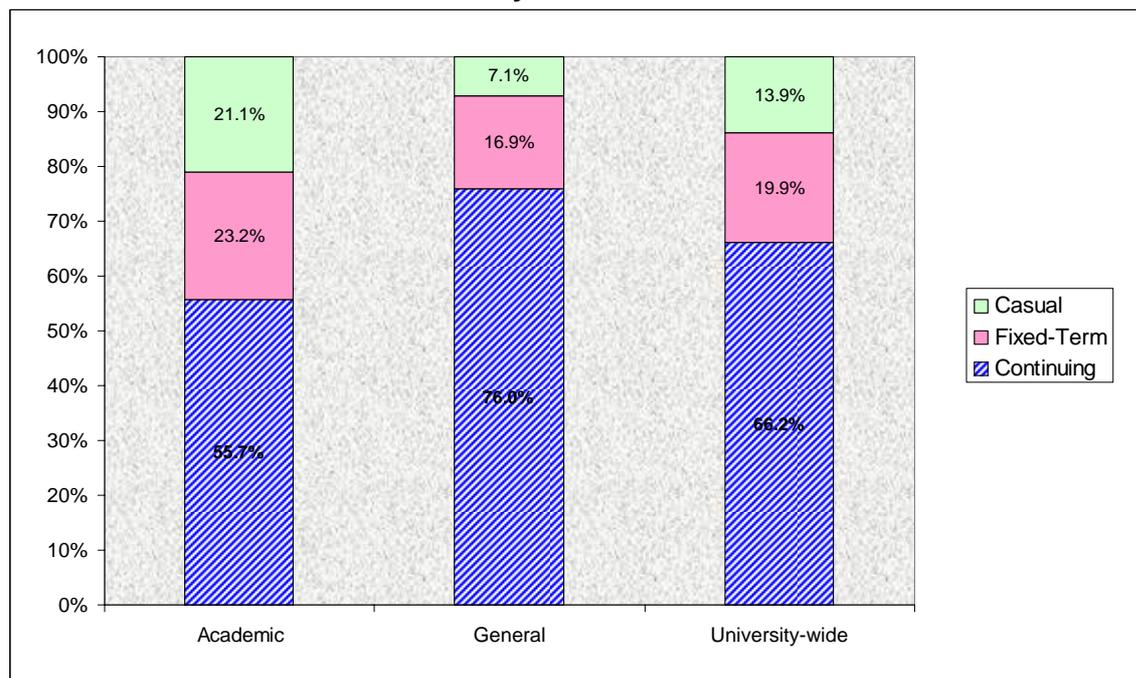


Table 1: Continuing and Fixed-Term and Casual Staff FTE by Academic and General and Division and Portfolio as at 31 March 2004, 2005 and 2006

Division/ Portfolio	31 March 2004									31 March 2005									31 March 2006								
	Continuing		Fixed-Term		Casual		TOTAL			Continuing		Fixed-Term		Casual		TOTAL			Continuing		Fixed-Term		Casual		TOTAL		
	Acad	Gen	Acad	Gen	Acad	Gen	Acad	Gen	Total FTE	Acad	Gen	Acad	Gen	Acad	Gen	Acad	Gen	Total FTE	Acad	Gen	Acad	Gen	Acad	Gen	Acad	Gen	Total FTE
Division: Business	139.25	109.30	24.90	14.60	73.87	16.97	238.02	140.87	378.89	124	115.5	18.2	10.8	66.86	16.62	209.06	142.92	351.98	124.05	94.60	17.30	20.10	56.93	14.96	198.28	129.66	327.94
Division: Education, Arts & Social Sciences	217.90	99.70	54.00	21.40	96.43	22.70	368.33	143.80	512.13	234.1	99.6	40.9	14.01	90.84	20.42	365.84	134.03	499.87	245.70	100.70	47.60	22.30	104.33	21.34	397.63	144.34	541.97
Division: Health Sciences	121.10	76.16	64.75	29.40	37.76	9.20	223.61	114.76	338.37	126.3	87.49	74.73	28.23	35.55	9.48	236.58	125.20	361.78	131.00	90.91	76.05	31.43	35.12	8.56	242.17	130.90	373.07
Division: Information Technology, Engineering & Environment	115.13	82.20	52.06	15.20	43.74	13.38	210.93	110.78	321.71	127.8	89.9	71.13	15.7	47.06	8.80	245.99	114.40	360.39	129.33	90.90	76.83	19.20	50.83	7.37	256.98	117.47	374.45
Chancellery	2.00	16.20	3.60	10.40	0.27	0.10	5.87	26.70	32.57	1	19.6	3.6	10	0.42	0.43	5.02	30.03	35.05		21.40	3.60	11.80	0.01	0.40	3.61	33.60	37.21
Portfolio: Academic*	34.60	215.51	4.40	55.00	2.93	24.06	41.93	294.57	336.50	32	237.56	8.9	29.15	3.91	24.14	44.81	290.85	335.66	17.00	224.84	5.80	32.12	1.09	15.71	23.89	272.67	296.56
Portfolio: Finance & Resources	0	147.30	0	43.71	0.00	7.85	0.00	198.86	198.86	0	146.3	0	22.7		6.16	0.00	175.16	175.16	0.00	129.89	0.00	17.80	0.07	7.30	0.07	154.99	155.06
Portfolio: International & Development	0	57.25	0	8.40	0.00	4.69	0.00	70.34	70.34	0	61.65	0	8	0.16	5.64	0.16	75.29	75.45	0.00	65.40	0.00	12.00	0.17	7.83	0.17	85.23	85.40
Portfolio: Organisational Strategy & Change**	0	120.50	0	11.00	0.00	5.26	0.00	136.76	136.76	0	110.4	0	15.58	0.03	4.15	0.03	130.13	130.16	16.00	132.67	5.30	23.40	5.81	6.38	27.11	162.45	189.56
Portfolio: Research & Innovation	16.00	37.60	41.41	23.70	1.16	2.48	58.57	63.78	122.35	13	36.6	44.13	24.2	0.57	1.43	57.70	62.23	119.93	12.00	34.60	48.60	29.33	1.13	2.51	61.73	66.44	128.17
University Total	645.98	961.72	245.12	232.81	256.16	106.69	1147.26	1301.22	2448.48	658.2	1004.6	261.59	178.37	245.40	97.27	1,165.19	1,280.24	2,445.43	675.08	985.91	281.08	219.47	255.49	92.36	1211.64	1297.75	2509.39

* Portfolio: Academic was restructured at the beginning of 2006 when the name was changed from Access and Learning Support. Whyalla is reported within Portfolio: Organisational Strategy and Change.

** Portfolio: Organisational Strategy and Change was restructured at the beginning of 2006 to include Whyalla.

Summary

Total Staff (FTE) as at 31 March 2006 was 2509.4.

Of the total academic staff FTE, 55.7% were employed in continuing positions, 23.2% on fixed-term contracts and 21.1% were casually employed. The percentage of academic casual staff employed during the reporting period was consistent with the previous 12 months.

Of the total general staff FTE, 76% were employed in continuing positions, 16.9% on fixed-term contracts and 7.1% were casually employed.

University-wide, 66.2% of staff were employed in continuing positions with 19.9% on fixed-term contracts and 13.9% were casually employed.

Trend

Total FTE (including casuals)	2004	2005	2006
University Total	2448.5	2445.4	2509.4
Percentage of Academic Staff that are Casual	22.3%	21.0%	21.1%

Total staff numbers (including casuals) have increased by 64 FTE (2.6%) across the University since 2005. When compared to 2004, total staff numbers have increased by 60.9 FTE (2.5%).

Further trend analysis (over page) shows that for the period 31 March 2005 to 31 March 2006 the largest increases in staff numbers were in the Portfolio: Organisational Strategy and Change (45.6%) and Portfolio: International and Development (13.2%). The increase in the Portfolio: Organisational Strategy and Change is due to the Whyalla Campus being reported in the Portfolio from the commencement of 2006. A corresponding decrease in staff numbers is seen for the Portfolio: Academic.

The Portfolio: Finance and Resources has been continually decreasing over the three year period. During this period all Units within the Portfolio have been reviewed which may explain the overall decrease in staff numbers.

Of the Divisions, Education, Arts and Social Sciences had the largest increase (8.4%) which can be explained in part by an increase in academic staff numbers within the Hawke Research Institute. Student numbers in the Division have also increased and may explain the increase in the number of academic teaching staff.

The Division of Business had the largest decrease (-6.8%) and follows a similar decrease over the previous 12 months. This may be explained by the review and restructure of the Division which occurred in 2004 and 2005.

Table 2: Total FTE numbers and percentage change by Division and Portfolio as at 31 March 2004, 2005 and 2006 (including casuals)

Division and Portfolio	31 March 2004	% change from 2004 to 2005	31 March 2005	% change from 2005 to 2006	31 March 2006
	Total FTE		Total FTE		Total FTE
Division: Business	378.89	-7.1	351.98	-6.8	327.94
Division: Education, Arts & Social Sciences	512.13	-2.4	499.87	8.4	541.97
Division: Health Sciences	338.37	6.9	361.78	3.1	373.07
Division: Information Technology, Engineering & the Environment	321.71	12.0	360.39	3.9	374.45
Chancellery	32.57	7.6	35.05	6.1	37.21
Portfolio: Academic	336.50	-0.3	335.66	-11.6	296.56
Portfolio: Finance & Resources	198.86	-11.9	175.16	-11.5	155.06
Portfolio: International & Development	70.34	7.3	75.45	13.2	85.40
Portfolio: Organisational Strategy & Change	136.76	-4.8	130.16	45.6	189.56
Portfolio: Research & Innovation	122.35	-2.0	119.93	6.9	128.17
University Total	2448.48	-0.12	2,445.43	2.6	2509.39

2. EMPLOYMENT TYPE – NON-CASUAL

2.1 CONTINUING AND FIXED-TERM STAFF

Description

Figure 2 and Table 3 show the number of FTE continuing and fixed-term staff (excluding casual employees) by Academic and General and Division and Portfolio as at 31 March 2006.

Figure 2: Academic and General by Division and Portfolio as at 31 March 2006

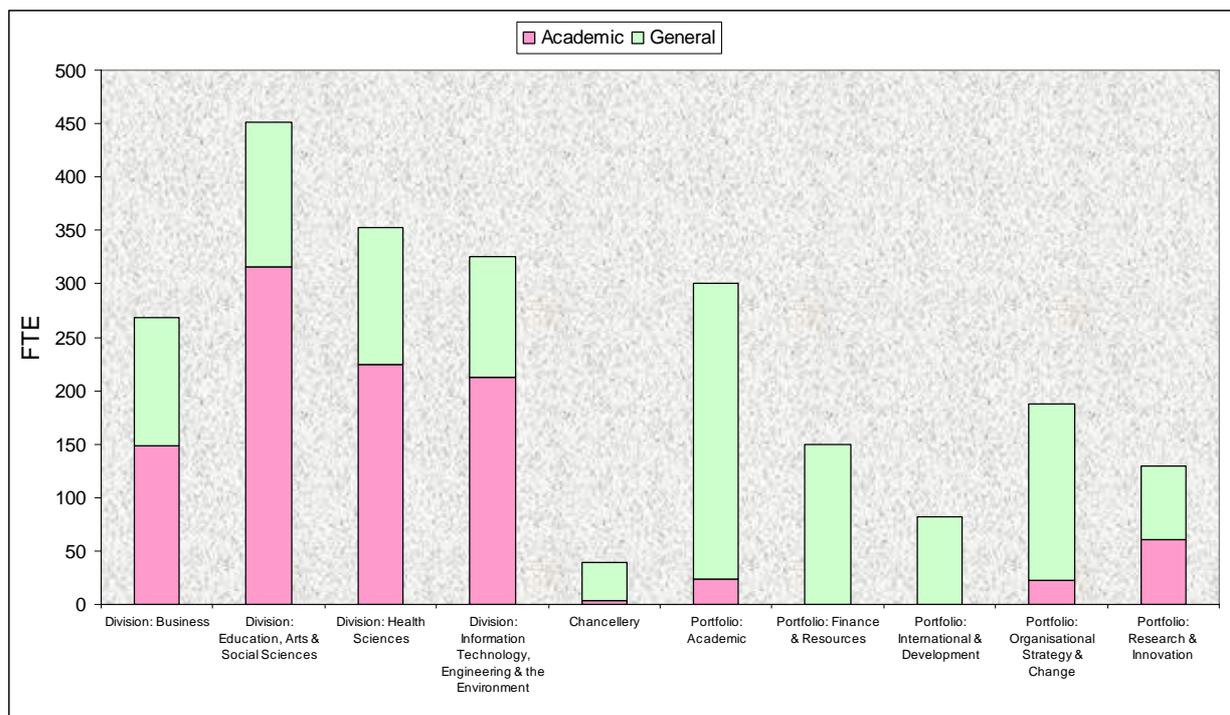


Table 3: Academic and General by Division and Portfolio as at 31 March 2006

Division and Portfolio	FTE %		FTE			Headcount		
	Academic	General	Academic	General	Total	Academic	General	Total
Division: Business	55%	45%	141.35	114.70	256.05	148	121	269
Division: Education, Arts & Social Sciences	70%	30%	293.30	123.00	416.30	316	135	449*
Division: Health Sciences	63%	37%	207.05	122.34	329.39	225	128	353
Division: Information Technology, Engineering & the Environment	65%	35%	206.15	110.10	316.25	212	114	326
Chancellery	10%	90%	3.60	33.20	36.80	4	35	39
Portfolio: Academic	8%	92%	22.80	256.96	279.76	24	277	301
Portfolio: Finance & Resources	0%	100%	0.00	147.69	147.69	0	150	150
Portfolio: International & Development	0%	100%	0.00	77.40	77.40	0	82	82
Portfolio: Organisational Strategy & Change	12%	88%	21.30	156.07	177.37	22	166	188
Portfolio: Research & Innovation	49%	51%	60.60	63.93	124.53	61	69	130
University Total	44%	56%	956.15	1205.39	2161.54	1012*	1277*	2287*

* The total headcount does not add up as one person holds both an academic and general position and one person holds two general staff positions in the Division of Education, Arts & Social Sciences.

Summary

Total staff (headcount) as at 31 March 2006, excluding casuals, was 2287 and the total staff FTE was 2161.5.

The ratio of general staff to academic staff was 1.26 (per FTE). Of the 2161.5 FTE staff, 55.8% were general staff (slightly lower than 56.2% for 2005) and 44.2% were academic staff (an increase from 43.8% in 2005). The distribution of academic and general staff varied across Divisions due to different administrative and technical structures. Across the four Divisions, the Division of Business had the highest percentage of general staff (45%) and the Division of Education, Arts and Social Sciences had the lowest (30%).

Trend

University Total (excluding casuals)	2004	2005	2006
University Total (FTE)	2085.6	2102.8	2161.5
University Total (headcount)	2223	2226	2287
Ratio General Staff to Academic (FTE)	1.34	1.29	1.26

Over the 12 month reporting period, total FTE staff numbers have increased by 58.7. In comparison to the 2005 report, the largest areas of growth in this period in FTE were the Divisions of Education, Arts and Social Sciences (increased by 27.7 FTE) and Health Sciences (increased by 12.6 FTE).

The ratio of general staff to academic staff has continued a downward trend since 2004 (1.34), 2005 (1.29) down to 1.26 in 2006. This may be explained by the gradual increase in academic staff numbers over the three year reporting period.

The change in the percentage of academic staff across Divisions for the three year period differs. The Division of Business (2004: 57%, 2005: 53% and 2006: 55%) and the Division of Health Sciences (2004: 64%, 2005: 63% and 2006: 63%) had the lowest percentage of academic staff as a proportion of total staff FTE in the Division. The Division of Education, Arts and Social Sciences (2004: 69%, 2005: 71% and 2006: 70%) and the Division of Information Technology, Engineering and the Environment (2004: 63%, 2005: 65% and 2006: 65%) had the highest percentage of academic staff during the period.

Benchmarking

The Australian Universities HR Benchmarking Program 2006 data indicates that the average ratio of general staff to academic staff, using headcount figures, is 1.37 for 2005. Benchmarking information contained in the customised report for ATN universities reveals that the ATN universities have a higher general to academic staff ratio (1.46 general staff for every academic employee) compared the average for the whole sector (1.33 general staff for every academic employee).

The following benchmarking information is obtained from DEST based on 2005 data utilising FTE figures. For universities in a group, the number and percentage of staff has been averaged.

	Ratio of General Staff to Academic Staff	Percentage of Academic Staff	Percentage of General Staff
All Australian Universities	1.35	42.6	57.4
ATN Universities	1.44	41.0	59.0
Adelaide University	1.22	45.0	55.0
Flinders University	1.42	41.3	58.7
UniSA	1.29	43.7	56.3

The DEST data reveals that, UniSA's ratio of general to academic staff (1.29) is lower than the ATN average (1.44) and lower than the average for all Australian universities (1.35).

2.2 EMPLOYMENT TYPE BY DIVISION AND PORTFOLIO

Description

Table 4 on the following page shows the percentage of staff (FTE) employed as continuing or fixed-term by Division and Portfolio.

This indicator reflects the flexibility of the organisational structures across the University.

Summary

As at 31 March 2006, 77% of UniSA staff were employed on a continuing basis and 23% on fixed-term contracts (excluding casual employees). When casual employees are included in the employment profile the percentages change to 66% employed as continuing, 20% as fixed-term and 14% as casual.

The areas with the highest fixed-term contracts include:

- Portfolio: Research & Innovation (63%, 77.9 FTE staff on fixed-term contracts)
- Chancellery (42%, 15.4 FTE staff on fixed-term contracts)
- Division of Health Sciences (33%, 107.5 FTE staff on fixed-term contracts)
- Division of Information Technology, Engineering and the Environment (30%, 96 FTE staff on fixed-term contracts).

The high number of fixed-term contracts in the following areas is directly related to:

- the number of Senior Management Group members on individual senior contracts in Chancellery;
- the number of staff on research contracts in the Portfolio: Research and Innovation and the Division of Information Technology, Engineering and the Environment; and
- the number of staff on specific task, project (a high number of these contracts are for the South Australian Centre for Rural and Remote Health) and research contracts in the Division of Health Sciences.

Table 4: Employment Type by Division and Portfolio as at 31 March 2006 (excluding casuals)

Division and Portfolio	Continuing				Fixed-Term Contract				Percentage of FTE	
	Full-time FTE	Part-time		Total FTE	Full-time FTE	Part-time		Total FTE	Cont	Fixed-Term
		FTE	Headcount			FTE	Headcount			
Division: Business	209.0	9.65	14.0	218.65	25.0	12.40	21.0	37.40	85%	15%
Division: Education, Arts & Social Sciences	318.0	28.40	49.0	346.40	49.0	20.90	35.0	69.90	83%	17%
Division: Health Sciences	197.0	24.91	38.0	221.91	92.0	15.48	26.0	107.48	67%	33%
Division: Information Technology, Engineering & the Environment	213.0	7.23	12.0	220.23	89.0	7.03	12.0	96.03	70%	30%
Chancellery	19.0	2.40	3.0	21.40	12.0	3.40	5.0	15.40	58%	42%
Portfolio: Academic	208.0	33.84	53.0	241.84	34.0	3.92	6.0	37.92	86%	14%
Portfolio: Finance & Resources	123.0	6.89	9.0	129.89	17.0	0.80	1.0	17.80	88%	12%
Portfolio: International & Development	56.0	9.40	13.0	65.40	11.0	1.00	2.0	12.00	84%	16%
Portfolio: Organisational Strategy & Change	134.0	14.67	23.0	148.67	24.0	4.70	7.0	28.70	84%	16%
Portfolio: Research & Innovation	44.0	2.60	5.0	46.60	73.0	4.93	8.0	77.93	37%	63%
University Total	1521.0	139.99	217.0*	1660.99	426.0	74.55	123.00	500.55	77%	23%

* The total headcount does not add up as two people hold two positions across the University in the Division: Education, Arts & Social Sciences

Trend

University Total (percentage of FTE)	2004	2005	2006
Continuing	77%	79%	77%
Fixed-Term	23%	21%	23%

For the period 2005 to 2006 there was a slight decrease in the percentage of staff members in continuing employment within the University. However, over the three year period the percentage of staff members in continuing employment has remained constant.

Benchmarking

At June 2005, 62.3% of the SA Public Sector workforce was employed on a continuing basis. Fixed-term contract staff accounted for 26.3% of the workforce, with casual staff making up the remaining 11.4%. The long-term trend across the public sector workforce has been that the proportion of people appointed on a contract basis has continued to increase.

The following benchmarking information is obtained from DEST data 2005 utilising FTE figures. For universities in a group, the number and percentage of staff has been averaged.

DEST uses the terminology tenured term, limited tenure and other tenure. For comparison to UniSA, tenured term has been interpreted as continuing and limited tenure and other tenure has been interpreted as fixed-term. The DEST data relates to staff in current roles at the time of data collection, i.e. higher duties and secondments are reported as limited tenure even though those staff members may hold continuing substantive positions.

Based on the data in the table on the following page and the definition of continuing and fixed-term positions as described above, UniSA's percentage of continuing staff is below the national average for universities and also below the ATN average.

	Percentage of Continuing	Percentage of Fixed- Term
All Australian Universities	69.4	30.6
ATN Universities	71.3	28.7
Adelaide University	57.6	42.4
Flinders University	69.7	30.3
UniSA	66.6	33.4

3. TEMPORARY STAFF

3.1 CASUAL STAFF

Description

Casual staff are engaged by the hour and paid on an hourly basis. The data used describes the utilisation and payment of academic and general casual staff across the University for the period 1 January 2005 to 31 December 2005. It does not include any payments made outside these dates for work performed during the period.

Full-time equivalence is derived using the prescribed DEST formula:

$$\text{FTE} = \frac{\text{(hours worked)}}{\text{(F x N)}}$$

F = factor based on average hours worked per week for various staff categories prescribed as:

- 9 for lecturing staff
- 25 for tutors and supervisors
- 35 for marking, research and all other non-academic staff

N = number of weeks worked per year for various staff categories prescribed as:

- 28 for lecturing, tutoring and supervisory staff
- 52 for marking, research and all other non-academic staff

The following definitions are prescribed by DEST and used within the tables:

- Lecture – where the work performed is lecturing.
- Tutor – where the work performed is supervising or conducting demonstrations, tutorials or workshops.
- Other – where the work performed is marking, research and all other work including all non-academic activities.

This data is presented as follows:

- Table 5 shows total casual hours and FTE by Division/Portfolio.
- Table 6 shows total University casual hours and FTE by award and work type.
- Table 7 shows the breakdown of casual academic hours and FTE by Division and Portfolio and work type.
- Table 8 shows casual general hours and FTE by Division and Portfolio.
- Table 9 shows casual hours and FTE by Division and Portfolio and gender.

Table 5: Casual Hours and FTE by Division and Portfolio, 1 January 2005 to 31 December 2005

Division and Portfolio	Number of hours	FTE
Division: Business	83,528	71.88
Division: Education, Arts & Social Sciences	143,723	125.67
Division: Health Sciences	65,699	43.68
Division: Information Technology, Engineering & the Environment	68,116	58.19
Chancellery	755	0.42
Portfolio: Academic	30,568	16.80
Portfolio: Finance & Resources	13,415	7.37
Portfolio: International & Development	14,549	7.99
Portfolio: Organisational Strategy & Change	17,511	12.20
Portfolio: Research & Innovation	6,559	3.65
Grand Total	444,423	347.85

Table 6: Total University Summary of Casual Hours and FTE by Award and Work Type, 1 January 2005 to 31 December 2005

Award	Work Code	Number of hours	FTE
Academic – Non Research	Lecture	15,621	61.99
	Tutor	57,161	81.66
	Other	126,610	69.57
Academic – Non Research Total		199,392	213.22
Academic – Research	Other	76,929	42.27
Academic - Research Total		76,929	42.27
Academic Total		276,321	255.49
General – Administrative	Other	147,846	81.23
General – Research	Other	20,256	11.13
General Total		168,102	92.36
Grand Total		444,423	347.85

Table 7: Academic Casual Hours and FTE by Division and Portfolio and Work Type, 1 January 2005 to 31 December 2005

Division and Portfolio	Work Code	Number of hours	FTE
Division: Business	Lecture	4,454	17.68
	Tutor	12,241	17.48
	Other	39,612	21.76
Total: Division: Business		56,307	56.92
Division: Education, Arts & Social Sciences	Lecture	5,678	22.53
	Tutor	31,037	44.34
	Other	68,170	37.46
Total: Division: Education, Arts & Social Sciences		104,885	104.33
Division: Health Sciences	Lecture	931	3.69
	Tutor	5,003	7.15
	Other	44,184	24.28
Total: Division: Health Sciences		50,118	35.12
Division: Information Technology, Engineering & the Environment	Lecture	4,096	16.25
	Tutor	7,694	10.99
	Other	42,914	23.58
Total: Division: Information Technology, Engineering & the Environment		54,704	50.82
Chancellery	Other	23	0.02
Total: Chancellery		23	0.02
Portfolio: Academic	Other	1,976	1.09
Total: Portfolio: Academic		1,976	1.09
Portfolio: Finance & Resources	Other	121	0.07
Total: Portfolio: Finance & Resources		121	0.07
Portfolio: International & Development	Other	303	0.16
Total: Portfolio: International & Development		303	0.16
Portfolio: Organisational Strategy & Change	Lecture	462	1.84
	Tutor	1,134	1.62
	Other	4,299	2.36
Total: Portfolio: Organisational Strategy & Change		5,895	5.82
Portfolio: Research & Innovation	Tutor	52	0.08
	Other	1,937	1.06
Total: Portfolio: Research & Innovation		1,989	1.14
Grand Total		276,321	255.49

Table 8: General Casual Work Code 'Other' Hours and FTE by Division and Portfolio, 1 January 2005 to 31 December 2005

Division and Portfolio	Number of hours	FTE
Division: Business	27,221	14.96
Division: Education, Arts & Social Sciences	38,838	21.34
Division: Health Sciences	15,581	8.56
Division: Information Technology, Engineering & the Environment	13,412	7.37
Chancellery	732	0.40
Portfolio: Academic	28,592	15.71
Portfolio: Finance & Resources	13,294	7.30
Portfolio: International & Development	14,246	7.83
Portfolio: Organisational Strategy & Change	11,616	6.38
Portfolio: Research & Innovation	4,570	2.51
Total	168,102	92.36

Table 9: Casual Hours and FTE by Division and Portfolio and Gender, 1 January 2005 to 31 December 2005

Division and Portfolio	Gender Code	Number of hours	FTE
Division: Business	Female	43,973	34.57
	Male	39,555	37.31
Total: Division: Business		83,528	71.88
Division: Education, Arts & Social Sciences	Female	99,970	84.46
	Male	43,753	41.21
Total: Division: Education, Arts & Social Sciences		143,723	125.67
Division: Health Sciences	Female	43,238	28.39
	Male	22,461	15.29
Total: Division: Health Sciences		65,699	43.68
Division: Information Technology, Engineering & the Environment	Female	19,906	15.57
	Male	48,210	42.62
Total: Division: Information Technology, Engineering & the Environment		68,116	58.19
Chancellery	Female	577	0.32
	Male	178	0.10
Total: Chancellery		755	0.42
Portfolio: Academic	Female	21,938	12.06
	Male	8,630	4.74
Total: Portfolio: Academic		30,568	16.80
Portfolio: Finance & Resources	Female	4,346	2.39
	Male	9,069	4.98
Total: Portfolio: Finance & Resources		13,415	7.37
Portfolio: International & Development	Female	11,714	6.43
	Male	2,835	1.56
Total: Portfolio: International & Development		14,549	7.99
Portfolio: Organisational Strategy & Change	Female	10,158	7.01
	Male	7,353	5.19
Total: Portfolio: Organisational Strategy & Change		17,511	12.20
Portfolio: Research & Innovation	Female	2,065	1.13
	Male	4,494	2.52
Total: Portfolio: Research & Innovation		6,559	3.65
Total Female		257,885	192.33
Total Male		186,538	155.52
Grand Total		444,423	347.85

Summary

A total of 444,423 casual hours were worked during the period 1 January 2005 to 31 December 2005, equating to 347.85 FTE.

Casual academic staff accounted for 73.4% of total casual FTE (255.49). Casual academic staff – Research accounted for 42.27 of FTE or 16.5% of the total academic casual FTE.

Fifty three per cent of casual FTE (192.33) were female.

When casual staff are included in FTE figures, total FTE across the University was 2509.4, with casual staff representing 13.9% of the University's workforce.

Casual academic staff represent 21.1% of the academic staff workforce and casual general staff represent 7.1% of the general staff workforce.

Across all Divisions and Portfolios, the Division of Education, Arts and Social Sciences accounted for the highest casual number of hours and FTE, followed by the Division of Business. However, casuals form only 23% and 21.9% respectively of their total workforce.

Casual staff employment reflects the flexibility of the workforce across the University. The optimum level of casual staff requires annual review to identify trends and monitor quality in the delivery of core business for the University.

Trend

Casual Reporting	2003 (for the year 1/1/03 to 31/12/03)	2004 (for the year 1/1/04 to 31/12/04)	2005 (for the year 1/1/05 to 31/12/05)
University total casual hours	443,055	432,779	444,423
University total FTE	362.85	342.67	347.85

During the period 1 January 2005 to 31 December 2005, there was an increase in total casual hours by 11,644 hours (representing a 2.7% increase) and total FTE by 5.18 (1.5% increase).

Benchmarking

The following benchmarking information is obtained from DEST 2005 data utilising FTE figures. For Universities in a group, the number of casuals has been averaged.

	Average or Number of FTE Casuals	Percentage of Total Workforce
All Australian Universities	339	15.0
ATN Universities	463	16.0
Adelaide University	387	14.5
Flinders University	184	11.2
UniSA	335	13.7

Estimated casual numbers (FTE) for all Australian Universities ranges from zero at Batchelor Institute of Indigenous Tertiary Education in the Northern Territory to 1123 at the University of Sydney. Of the ATN Universities, UniSA recorded the lowest number of FTE casual staff, with 335, compared to the highest of 702 FTE at the Queensland University of Technology (2005 DEST data).

4. STAFF TURNOVER

Description

For the purposes of this report, turnover includes both voluntary and involuntary turnover and does not include casual staff.

Voluntary turnover represents the number of staff (headcount) who initiated termination of employment and includes:

- resignation;
- voluntary redundancy; and
- retirement.

This indicator monitors the unplanned loss of skills and impacts on productivity and costs of rehiring and training. Whilst some turnover is healthy, very high levels of turnover may be indicative of management or organisational culture issues, skills shortages, competitor strategies, employee dissatisfaction and individual performance. However, turnover can also represent an opportunity to introduce new skills, facilitate change in the workplace and be functional for the particular area.

Involuntary turnover represents the number of employer-initiated terminations of employment and includes:

- expiration of fixed-term contract employment;
- redundancy;
- dismissal; and
- employment not continuing after probation.

Dismissals and probation terminations of employment are a guide to the effectiveness of recruitment and selection procedures, training, performance management and workforce planning.

Further statistical analysis of UniSA exits and recruitment can be found in the Age Profile section of this report.

Turnover represents the ratio of staff that has left the organisation to the average number of staff employed over a 12 month period. It has been calculated with the following formula:

$$\frac{\text{Number of Staff terminated (headcount)}}{\text{Average No. of staff for the 12 month period}} \times 100\%$$

Figure 3 (over page) shows voluntary and involuntary turnover annualised by Division and Portfolio from 1 April 2005 to 31 March 2006.

Table 10 (over page) shows voluntary and involuntary staff turnover annualised from 1 April 2005 to 31 March 2006 for academic and general staff. Table 11 (over page) illustrates the information by gender and academic and general for the same period.

Figure 3: Voluntary and Involuntary Staff Turnover Annualised by Division and Portfolio, 1 April 2005 to 31 March 2006

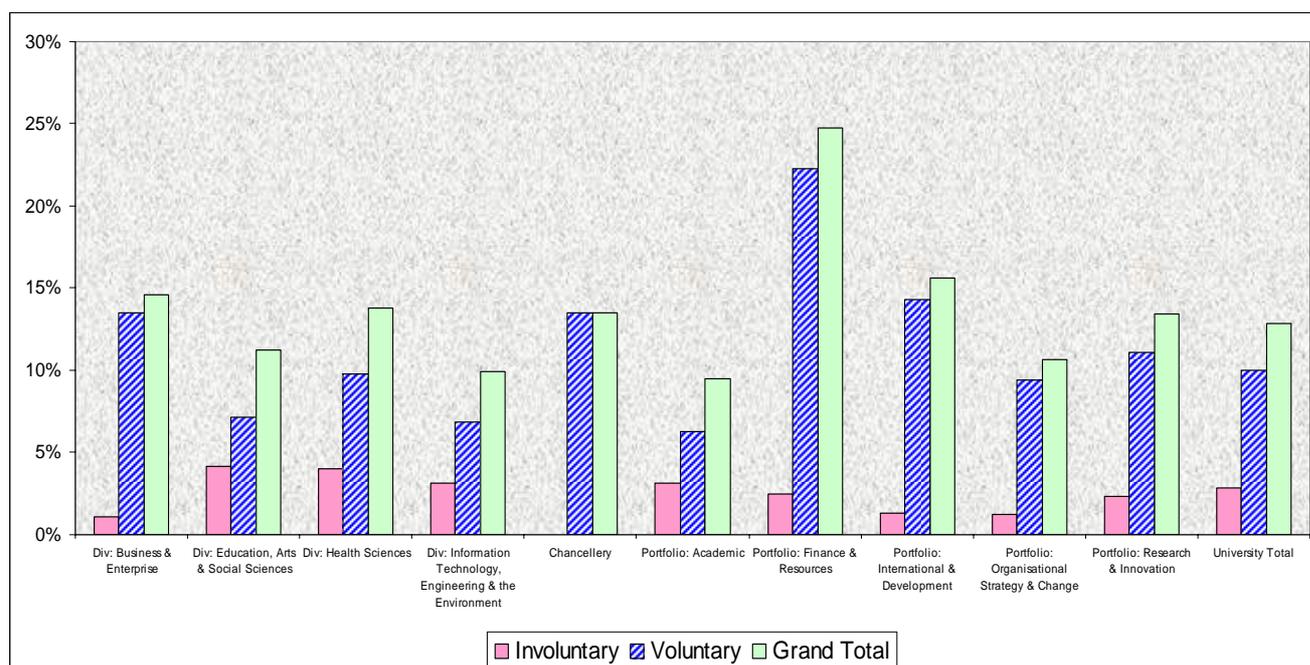


Table 10: University-wide Voluntary and Involuntary Staff Turnover Annualised by Academic and General, 1 April 2005 to 31 March 2006

	Academic	General	Total University
Involuntary	4.1%	2.4%	2.9%
Voluntary	4.8%	13.0%	10.0%
Total Turnover	4.5%	8.3%	12.9%

Table 11: Number of Involuntary and Voluntary Staff Separations by Gender and Academic and General, 1 April 2005 to 31 March 2006

Gender	Award	Involuntary	Voluntary	Total
Female	Academic	21	19	40
	General	17	95	112
Total: Female		38	114	152
Male	Academic	20	42	62
	General	7	69	76
Total: Male		27	111	138
Total		65	225	290

Summary

The total University-wide turnover (including both involuntary and voluntary) for the period 1 April 2005 to 31 March 2006 was 12.9% which represents 290 separations.

The high involuntary turnover in the Divisions of Health Sciences and Education, Arts and Social Sciences occurred due to a high number of fixed-term contracts expiring during the period. The high voluntary turnover in Portfolio: Finance and Resources occurred due to the high (relative to the Portfolio size) number of staff (36) who resigned or accepted voluntary redundancy from the University through the Services Unit managing change process.

The total turnover in each Division ranges from 14.6% in the Division of Education, Arts and Social Sciences to 10.0% in the Division of Information Technology, Engineering and the Environment. This variation may be caused by different organisational changes throughout the period.

The total turnover in each Portfolio ranges from 24.8% in the Portfolio: Finance and Resources to 9.5% in the Portfolio: Academic. As previously stated, the Portfolio: Finance and Resources high total turnover can partly be explained by the Services Unit managing change process.

The total number of women leaving the organisation was 152, representing 52.4% of all separations. This is slightly lower than the proportion of female staff within the University (57.8%). This has decreased when compared to last year's figures (188 female separations representing 62.5% of all separations).

The total number of female academic staff leaving the organisation was 40, representing 39.2% of academic staff separations. This is lower than the proportion of female academic staff within the University (46.7%) and is significantly less than for the previous year (75 separations representing 58.1% of academic staff separations).

Trend

Total University	2004	2005	2006
Involuntary	3.1%	5.3%	2.9%
Voluntary	7.1%	8.2%	10.0%
Total Turnover	10.2%	13.5%	12.9%

Voluntary turnover has continued to increase and is at its highest for the three year period, with 225 staff leaving voluntarily in 2006, up from 183 in 2005, whereas involuntary turnover has decreased from 5.3% in 2005 to 2.9% in 2006.

The total turnover for the University has decreased over the last 12 months from 13.5% in 2005 to 12.9% in 2006.

While exit interviews are currently undertaken for voluntary exits, the information is captured locally. This information needs to be collated centrally to establish any consistent trends/issues across the University.

Benchmarking

The Australian Universities HR Benchmarking Program 2006 (sample size 30 universities) has an overall average result of 18.3% for total turnover (includes expiration of fixed-term contracts) for the calendar year 2005. The overall average result for the ATN universities is 16.3% for total turnover for the calendar year 2005. In comparison, UniSA's total turnover of 12.8% for the period 1 April 2005 to 31 March 2006 is significantly lower than the average for all Australian universities.

The average voluntary (employee initiated) turnover for Australian Universities is 9.1% (sample size 30) for 2005, which is fairly consistent with UniSA's voluntary turnover rate of 10.0%.

For ATN universities, average voluntary turnover in 2005 was 9.1%. This reflects a slight decrease of 0.6% on the ATN results for 2004. The greatest incidence of voluntary turnover occurred at the Academic Level A and HEW 1-5 levels.

The Mercer Human Resources Effectiveness Monitor 2005 reports the average total turnover for all industries with staff numbers above 1000 is 15.4%. Across all Australian industries the voluntary turnover has increased from 13.3% in 2004 to 17.5% in 2005.

5. LENGTH OF SERVICE

Description

Figure 4 shows the length of service (as a percentage) for continuing and fixed-term academic staff from commencement date at UniSA or the previous amalgamated institutions. Figure 5 shows general staff length of service and Figure 6 (over page) shows length of service for the total University.

For reporting purposes the information has been grouped into the following:

- less than 6 months
- 6 months to 3 years
- 3 to 7 years
- 7 to 15 years
- 15 plus years

Figure 4: Length of Service for Academic Staff as at 31 March 2006

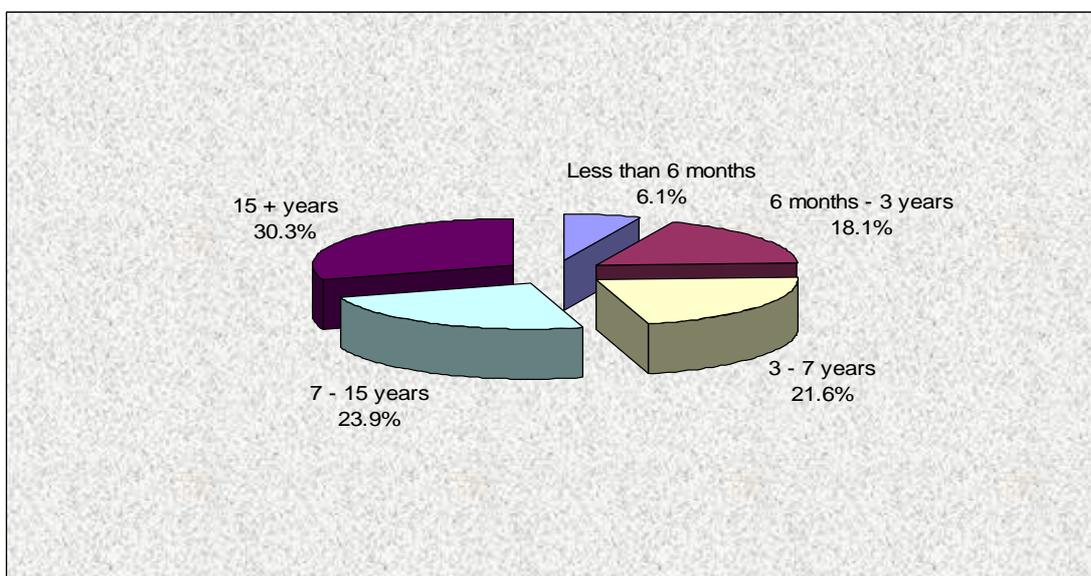


Figure 5: Length of Service for General Staff as at 31 March 2006

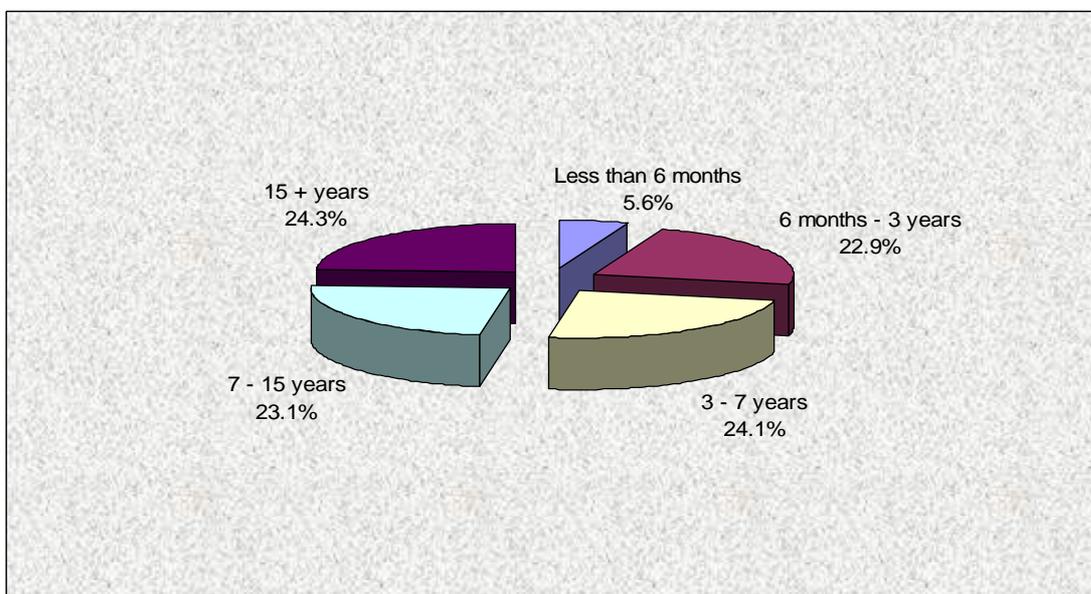
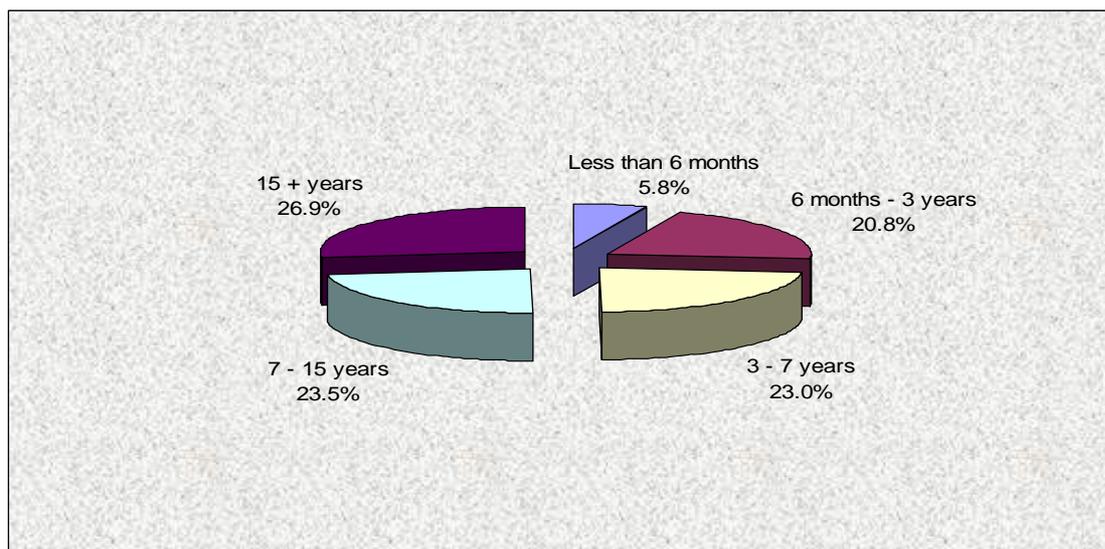


Figure 6: Length of Service for Total University as at 31 March 2006



Summary

As at 31 March 2006, over a quarter of staff (26.9%) have greater than 15 years service with UniSA or the previous amalgamated institutions.

There are some differences between general and academic staff when looking at length of service, for example 30.3% of academic staff have completed over 15 years of service compared to 24.3% of general staff. However the figures for staff with 7-15 years of service are similar for both academic and general staff, while the proportion of staff who have completed between 6 months and 7 years service is higher for general staff.

The average length of service for an academic staff member is 10 years and 1 month as at 31 March 2006. The average length of service for a general staff member is 9 years and 4 months as at the same date.

Trend

Average length of service	2004	2005	2006
Academic	10 years 1 month	10 years 1 month	10 years 1 month
General	9 years 5 months	9 years 7 months	9 years 4 months

The average length of service for academic staff has remained unchanged over the past three years, while the average for general staff has fluctuated only slightly over the period.

Benchmarking

No data currently available.

6. DIVERSITY

This section contains diversity profiling indicators (Indigenous employment, youth employment, women in the UniSA workforce, country of birth, first languages and disability). UniSA encourages management practices that create and sustain an environment where all staff can achieve their potential in contributing to the corporate objectives. The University acknowledges the benefits of a diverse workforce and the valuing of differences among staff. Recognising a broad range of experiences, values and skills within the workforce enhances organisational performance.

A number of recent initiatives reflect UniSA's commitment to diversity:

- In the early part of 2005 a review of the Equity and Diversity website was undertaken. Changes to this website were completed in August 2005 and have provided a more effective resource for staff and managers.
- During 2006, short informative sessions on equity and diversity at UniSA are being presented at School Board and other staff meetings across the University. The aim of the roadshow is to remind all staff of their obligations under various anti-discrimination legislation as well as the University's policies in this area and to direct staff to available resources.
- Multi-access suites have been created and are now available to female and male members of the University community. These suites provide a dignified, private and appropriate space that supports the needs of parents, breastfeeding mothers and people with disabilities or medical conditions who need an area to rest or to conduct disability-related cares.
- Enhanced provisions for maternity leave, partner leave and flexibility in working hours.

The following initiatives implemented in previous years will continue to be supported:

- Embedding the staff equity and diversity function within all teams across the HR Unit.
- Addressing equity issues in employment in the Staff Attitude Survey.
- Provision of a multi-faceted Women and Leadership program.
- Establishment of flexible family and culturally friendly work practices.
- Provision of equity and diversity training development opportunities.
- Provision of Indigenous cultural awareness training for non-Indigenous staff.

The Staff Diversity Survey, a confidential data collection process, was initiated in 2000 to gather data on the diversity attributes of the workforce. Currently 65% of staff have completed and returned the Staff Diversity Survey.

6.1 INDIGENOUS EMPLOYMENT

Description

Indigenous staff are those who identify themselves as being of Aboriginal and/or Torres Strait Islander origin. Table 12 shows Indigenous employment as a percentage of staff by Division and Portfolio and total University as at 31 March 2006.

This percentage is calculated as:

$$\frac{\text{Number of Indigenous Staff (headcount)}}{\text{Total Staff (headcount)}} \times 100\%$$

The data contained in Table 12 is sourced from a confidential database, maintained by the Consultant: HR Services (Indigenous and Employment Schemes) and is based on interviews with staff members. Due to the small number of Indigenous staff spread across the University, the data is shown as a percentage and does not include the actual number of Indigenous staff across each Division and Portfolio.

Table 12: Indigenous Employment as a Percentage of Staff as at 31 March 2006

Division and Portfolio	Indigenous 2006 (% Headcount)
Division: Business	0.00%
Division: Education, Arts & Social Sciences	5.79%
Division: Health Sciences	1.13%
Division: Information Technology, Engineering & the Environment	0.00%
Chancellery	0.00%
Portfolio: Academic	1.00%
Portfolio: Finance & Resources	0.00%
Portfolio: International & Development	0.00%
Portfolio: Organisational Strategy & Change	1.06%
Portfolio: Research & Innovation	0.00%
Total Across the University	1.53%

Summary

From information collected in the HRU database, the percentage of staff that identify themselves as being of Indigenous origin is 1.53%.

UniSA remains committed to achieving a target of 2% Indigenous employment across the University.

Current strategies to achieve this target include:

- Ongoing support and commitment to the role of Consultant: HR Services (Indigenous and Employment Schemes) and the services it provides.
- Annual review of the Indigenous Employment Strategy and the range of initiatives it incorporates.
- Provision of Indigenous cultural awareness training for non-Indigenous staff.
- Mentoring and support networks for Indigenous staff.
- A focus on young Indigenous people through the Youth Traineeship scheme.
- Funding for professional development of Indigenous staff who are newly appointed to UniSA calculated as 20% of the employee's base salary plus on-costs at the time of appointment for a 3 year period.

These strategies are supported by the Indigenous Employment Advisory Committee (which includes community members).

Further information about strategies to increase the Indigenous employment participation rate is available on the workforce planning website.

Trend

	2004	2005	2006
Indigenous employment as a percentage of staff (headcount)	1.26%	1.17%	1.53%

The percentage of staff that identify themselves as Indigenous has increased over the last year from 1.17% of total headcount in 2005 to 1.53% in 2006. Achieving the 2% goal for Indigenous employment continues to pose a challenge for the University. However, ongoing support and commitment to the role of Consultant: HR Services (Indigenous and Employment Schemes) and the services it provides will assist in achieving this target.

Benchmarking

The Australian Bureau of Statistics 2001 Census of Population and Housing information indicated that 1.6% of the South Australian population was identified as Indigenous. This figure was calculated using the total Indigenous population and broken into the following age groups.

Age Group	Indigenous Population	% of Total Population of South Australia
0-4 years	2,930	3.3%
5-14 years	6,081	3.1%
15-24 years	4,331	2.3%
25-44 years	6,669	1.6%
45-64 years	2,758	0.8%
65 years and over	656	0.3%
Total	23,425	1.6%

As at June 2005, 1.15% of the SA Public Sector workforce was identified as Indigenous, a slight increase from 1.07% since June 2004.

The following benchmarking information is obtained from 2005 DEST data utilising headcount figures. For universities in a group, the number of Indigenous staff has been averaged.

	Percentage of Indigenous Staff
All Australian Universities	0.89
ATN Universities	0.85
Adelaide University	0.59
Flinders University	1.43
UniSA	1.53

Benchmarking against other universities indicates that UniSA is one of the leading universities in relation to the percentage of Indigenous employees.

6.2 YOUTH EMPLOYMENT

Description

Youth employment at UniSA is defined as the employment (continuing and fixed-term) of general staff between 16 and 24 years of age.

This is shown as a percentage of staff (FTE non-casual):

$$\frac{\text{Total Youth Employed (FTE)}}{\text{Total General Staff (FTE)}} \times 100\%$$

The intention is to increase the participation rate of young people less than 25 years of age within UniSA to reflect the diversity and characteristics of the student population and South Australian community. Further information regarding youth employment strategies can be found on Human Resources website.

Table 13 shows youth employment as a percentage of general staff as at 31 March 2006.

Table 13: Youth Employment as a Percentage of General Staff FTE as at 31 March 2006

Continuing and Fixed-term (excludes casuals)	Youth 2006 (% FTE)
Total University general staff under 25	5.8%

Table 14 illustrates general staff youth employment (FTE) by Division and Portfolio as at the same date.

Table 14: General Staff Youth Employment (FTE) by Division and Portfolio as at 31 March 2006

Division and Portfolio	Continuing	Fixed-term	Total
Division: Business	8.0	7.0	15.0
Division: Education, Arts & Social Science	4.0	5.0	9.0
Division: Health Sciences	4.0	8.0	12.0
Division: Information Technology, Engineering & the Environment	6.0	3.0	9.0
Chancellery	0.0	2.0	2.0
Portfolio: Academic	5.0	2.0	7.0
Portfolio: Finance & Resources	2.0	0.0	2.0
Portfolio: International & Development	2.0	4.0	6.0
Portfolio: Organisational Strategy & Change	3.0	8.0	11.0
Portfolio: Research & Innovation	0.0	1.0	1.0
Grand Total	34.0	40.0	74.0

Summary

Youth employment represents 5.8% of total general staff numbers (non-casuals). Forty-six per cent of staff employed under the age of 25 years are in continuing employment. The Division of Business has the highest number of general staff youth employed (15 FTE) due to ongoing strong commitment to the Youth Traineeship Scheme and the higher number of HEO3 positions.

All general staff employed on the Youth Traineeship Scheme are employed in full-time positions.

Trend

	2004	2005	2005
Youth Employment as a percentage of General Staff (non-casual) FTE	5.3%	5.1%	5.8%

Over the previous 12 months, the percentage of general staff under the age of 25 has increased from 5.1% (60 FTE) to 5.8% (74 FTE).

The largest increase in the number of FTE general staff youth occurred in the Division of Health Sciences with an increase of 5 FTE general staff youth and the Portfolio: Organisational Strategy and Change with an increase of 4 FTE.

UniSA's commitment to youth employment is reflected through the Youth Traineeship Scheme. This year the HRU undertook an extensive review of the scheme. As a result the Youth Traineeship Scheme will be centrally coordinated to bring greater focus to this area. It is anticipated that improvements undertaken this year will lead to an increase in youth employed under this scheme over the next six to twelve months.

Benchmarking

Australian Bureau of Statistics labour force data shows that as at 30 June 2005, 18.4% of the South Australian labour force was made up of young people in the 15 to 24 year age group.

The proportion of employees in this age cohort in South Australian Public Sector was 5.9% as at June 2005. This figure has remained static since June 2004.

DEST data shows that the average percentage of general staff across all Australian Universities under 25 years of age is 5.1%. However this data uses headcount and not FTE.

Data is unavailable for individual universities or groups of universities.

6.3 WOMEN IN THE UNISA WORKFORCE

Description

Table 15 shows the percentage of female staff (headcount) for academic and general staff within each Division and Portfolio as at 31 March 2006.

For reporting purposes the Portfolio Pro Vice Chancellors and Executive Directors, along with their Executive Officers and Personal Assistants are reported within Chancellery. This is consistent throughout the report. Divisional Pro Vice Chancellors are reported within their respective Divisions.

Table 15: Female Staff Percentages by Academic and General and Division and Portfolio as at 31 March 2006

	Academic Staff	General Staff	Total
Division: Business	34.5%	82.6%	56.1%
Division: Education, Arts & Social Sciences	57.5%	76.9%	63.3%
Division: Health Sciences	62.7%	71.9%	66.0%
Division: Information Technology, Engineering & the Environment	21.7%	62.3%	35.9%
Chancellery	100.0%	82.9%	84.6%
Portfolio: Academic	75.0%	72.6%	72.8%
Portfolio: Finance & Resources	-	41.3%	41.3%
Portfolio: International & Development	-	79.3%	79.3%
Portfolio: Organisational Strategy & Change	68.2%	53.0%	54.8%
Portfolio: Research & Innovation	26.2%	55.1%	41.5%
Total Across University	46.7%	66.5%	57.8%

Table 16 (over page) shows staff gender breakdown across all levels for academic and general staff as at 31 March 2006.

Table 16: Staff Gender (Headcount) across all Levels as at 31 March 2006

Occupational Classifications	Continuing staff				Fixed-Term staff				Totals		
	Full-time		Part-time		Full-time		Part-time		Total		Grand Total
	F	M	F	M	F	M	F	M	F	M	
Vice Chancellor					1				1		1
Pro Vice Chancellor*					3	3			3	3	6
Executive Directors					1	1			1	1	2
Academic Staff (T&R) Level E	22	50		3	1	12		3	23	68	91
Academic Staff (T&R) Level D	22	44	1	1		3	1	1	24	49	73
Academic Staff (T&R) Level C	115	143	6	2	7	11	2		130	156	286
Academic Staff (T&R) Level B	96	84	27	9	16	18	11	3	150	114	264
Academic Staff (T&R) Level A	30	15	7	2	20	9	7	4	64	30	94
Academic Staff (Research) Level E		2				2		1		5	5
Academic Staff (Research) Level D	1	4	1			5			2	9	11
Academic Staff (Research) Level C	2	4	1	1	7	18	1	1	11	24	35
Academic Staff (Research) Level B	1	1			14	29	3	6	18	36	54
Academic Staff (Research) Level A		1	1		25	34	20	10	46	45	91
General Senior Executives (Level 10 and above)	9	5	1		5	16			15	21	36
General Staff HE09	19	24	3	1	1	3		1	23	29	52
General Staff HE08	42	50	3		6	8	4		55	58	113
General Staff HE07	71	52	16		12	8	4	1	103	61	164
General Staff HE06	76	71	15	1	16	11	5		112	83	195
General Staff HE05	130	42	17	3	16	10	10		173	55	228
General Staff HE04	142	51	51	1	36	9	14	2	243	63	306
General Staff HE03	54	43	35	1	10	8	7	1	106	53	159
General Staff HE02	1	1	6		2	1			9	2	11
General Staff HE01					1				1		1
Trainee					8	1			8	1	9
Grand Total	833	687	191	25	208	220	89	34	1321	966	2287

Due to employees holding multiple positions the headcount total for part-time positions does not add up.

* One Pro Vice Chancellor position was held by an hourly-paid academic staff member as at 31 March 2006.

Figure 7: Total Male and Female Staff by Classification

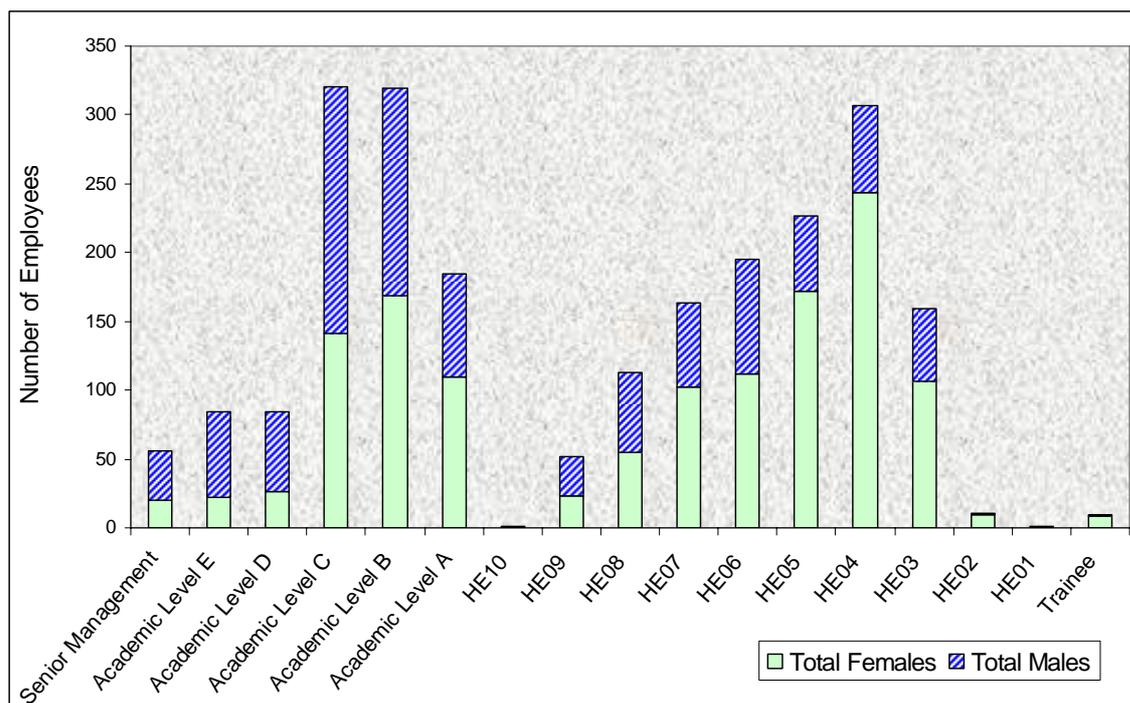


Figure 7 shows that women are outnumbered by men in senior management positions and at academic levels C, D and E. Women outnumber men in academic level A, while the proportion of men and women in academic level B is equivalent. While men currently dominate the senior academic levels there are positive signs of more women coming through in the junior academic levels.

Summary

Women comprise 46.7% of academic staff and 66.5% of general staff across all levels. As a total percentage, women comprise 57.8% of the workforce at UniSA (non-casual).

At the senior levels there are 187 academic staff at Academic Level D and above (including the Vice Chancellor and Pro Vice Chancellors). Fifty-three of these are female (28.3%) and 134 are male (71.7%). Of the 38 general staff at level HE010 and above (including the Executive Directors), 16 are female (42.1%) and 22 are male (57.9%).

At the lower general staff levels (HE04 and below) there are 486 general staff; 367 of these are female (75.5%) and 119 are male (24.5%).

In 2003, 2004 and 2005 UniSA was accredited with the EOWA Employer of Choice for Women status and the Vice Chancellor was nominated in the leading five CEO positions in Australia for the advancement of women.

The University 2006 Key Performance Indicator (KPI) targets for women are:

- Academic staff – all levels: 48%
- Academic staff – Academic Level D and above: 30%
- General staff – HE010 and above: greater than 44%

Despite a gradual improvement in the University's KPIs targets for women over recent years, the 2006 targets still have not been achieved with female academic staff at all levels representing 46.7% (target 48%), female academics at Level D and above representing 28.3% (target 30%) and general staff HEO10 and above women representing 42.1% (target 44%).

Strategies to achieve these targets are outlined in the Equal Opportunity for Women in the Workplace Plan and the Equal Opportunity for Women in Workplace Report. In 2004, strategies implemented at the local level were documented in the workforce planning section of the Medium Term Strategic Plans. Strategies identified at the local level include providing support in encouraging women to apply for academic promotion, providing resources for women to complete doctoral qualifications and ensuring women have appropriate professional development opportunities incorporated in their performance management plans.

Trend

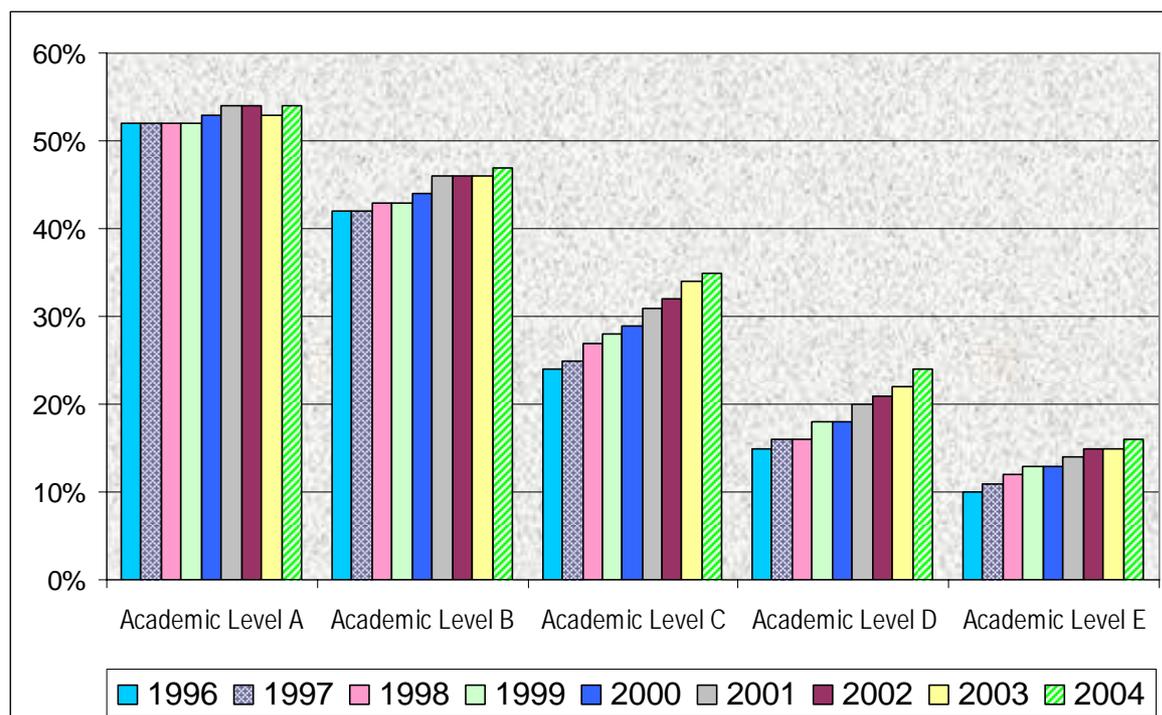
Female	2004	2005	2006
Academic staff – all levels	45.0%	45.0%	46.7%
Academic Staff – academic level D and above	27.1%	27.3%	28.3%
General staff – all levels	64.0%	65.0%	66.5%
General staff – HEO10 and above	42.1%	40.0%	42.1%
Total Workforce	56%	56%	57.8%

Female academic staff numbers at all levels have increased over the 3 year reporting period, from 45.0% in 2004 and 2005 to 46.7% in 2006.

Female general staff at all levels increased during the reporting period from 64% in 2004 to 66.5% in 2006. Following a slight decrease in 2005, the proportion of female general staff HEO10 and above increased during 2006 to 42.1%, identical to that of 2004.

Figure 8 (over page) shows that the workforce profile for all Universities is marked by significant gender imbalance at senior levels. Women are slightly over-represented at Level A, but their numbers decline with levels of seniority. The proportion of women at Level B and above has been rising steadily for the last decade, with the most rapid increase over the period being at Level C. However, at Levels D and E, although there are clear indications of progress, only one in four professors are women. It was noted by Professor Hilary Winchester, Pro Vice Chancellor: Organisational Strategy and Change at the Annual Higher Education Summit held in March 2005, that the distribution of female professors is highly segmented within particular disciplines such as nursing. Women are particularly under-represented in science, IT and in research leadership positions.

Figure 8: Female Academic Staff as a Percentage of Total Academic Staff, All Universities, 1996-2004



(DEST statistics, 1995-2004)

Benchmarking

Women represent 50.45% of the total South Australian population (Australian Bureau of Statistics, 2006).

The proportion of women employed in the South Australian Public sector has increased steadily over time, and as at June 2005 women represented 64.7% of the public sector workforce. However, men continued to be highly represented in senior roles (66%) while women accounted for only 34% of all executives.

The Australian Universities HR Benchmarking Program for 2005 (sample size 30) reports the average proportion of women employed in the university sector to be 52.2%. The percentage of female academic staff is reported at 40% and general staff 62.1%.

The following benchmarking information is obtained from 2005 DEST data utilising headcount figures. For universities in a group, the number of staff has been averaged.

	Percentage of Female Academic Staff	Percentage of Female General Staff	Percentage of Females, Total Staff	Percentage of Female Academic Staff Level D and above
All Australian Universities	40.1	62.7	53.0	21.5
ATN Universities	40.4	60.4	52.3	25.9
Adelaide University	34.6	64.3	50.9	14.1
Flinders University	48.0	69.2	60.6	29.5
University of SA	44.8	64.8	56.0	27.3

The Advancing the AVCC Action Plan for Women provides a cross-institution comparison based on DEST data. When examining 2005 DEST data for all 42 Australian universities (based on FTE figures), the following can be seen:

- UniSA ranks 14th for representation of women in general staff within the range of approximately 45% at the Australian Defence Force Academy (ADFA) in the ACT to 76% at the University of Notre Dame Australia in WA.
- UniSA ranks 12th for representation of women in academic staff within the range of approximately 58% at Batchelor Institute of Indigenous Tertiary Education in the Northern Territory, to 13% at the Australian Maritime College in Tasmania. In comparison to the ATN Universities, UniSA ranks first.
- UniSA ranks 14th for representation of women in senior academic staff (Level D and above) within the range of approximately 86% at Batchelor Institute of Indigenous Tertiary Education to zero at ADFA. In comparison to the ATN Universities, UniSA ranks third.

6.4 COUNTRY OF BIRTH

Description

Table 17 shows staff as a percentage of total staff (headcount) by country of birth. This indicator reflects the multicultural nature of UniSA's workforce and assists in measuring the increase in cultural diversity of the workforce.

This data is difficult to collect as not all staff complete or return the Staff Diversity Survey. No information has been collected for 34.8% of staff.

Table 17: Staff as a Percentage by Country of Birth as at 31 March 2006

Country of Birth	Percentage
Australia	42.8%
No information	34.8%
United Kingdom	9.4%
China	1.3%
India	0.8%
Malaysia	0.8%
New Zealand	0.8%
Italy	0.7%
USA	0.7%
Canada	0.6%
Netherlands	0.6%
Germany	0.6%
South Africa	0.5%
Other	5.5%

Summary

The majority of UniSA staff (42.8%) were born in Australia, followed by the United Kingdom (9.4%). However, as no information is recorded for 34.8% of staff, the figures will be skewed to a significant extent. Note: 1% of staff numbers equates to approximately 23 staff.

Other countries of birth disclosed by staff include Poland, Russia, Hong Kong, Vietnam, France, Singapore, Ireland, Denmark, Northern Ireland, Philippines, Spain, Ukraine, Bangladesh, Cambodia, Iran, Kenya, Romania, Sri Lanka, Bulgaria, Croatia, Ecuador, Fiji, Greece, Indonesia, Japan, Namibia, Papua New Guinea, Sweden, Switzerland, Taiwan, Tanzania, Yugoslavia, Algeria, Austria, Bosnia-Herzegovina, Chile, Czechoslovakia, Egypt, Finland, Ghana, Iraq, Latvia, Malta, South Korea, Thailand, Tonga, Turkey, United Arab Emirates, Uzbekistan, Venezuela, Zambia and Zimbabwe.

Trend

	2004	2005	2006
Non-Australian born	21.1%	22.1%	22.4%

The percentage of staff that was born outside Australia has increased slightly from 22.1% in 2005 to 22.4% in 2006.

Benchmarking

Census data (2001) indicates that 21.1% of the South Australian population was born overseas (Australian Bureau of Statistics). The most common country of birth was the United Kingdom, followed by New Zealand, Italy and Vietnam.

DEST data is unavailable for this indicator.

In comparing the staff profile with the student profile, 57.6% of UniSA students (based on 2005 calendar year data) nominated Australia as their country of birth. Other countries represented include: Hong Kong (7.4%), China (5.8%), Malaysia (5.4%), Singapore (4%), India (3.9%) and United Kingdom (2.9%).

6.5 FIRST LANGUAGES

Description

The measure of first language spoken by UniSA staff demonstrates the multicultural nature of the University and assists in measuring the increase in cultural diversity of the workforce.

This data is difficult to collect as not all staff complete or return the Staff Diversity Survey. Information has not been collected for 34.9% of staff. (This figure differs slightly from the figure in Table 17 in that some respondents disclosed information on first language but did not indicate their country of birth).

Table 18: First Language as a Percentage of Staff as at 31 March 2006

Language	Percentage
English	55.9%
No information	34.9%
Chinese	1.4%
Italian	0.6%
Greek	0.6%
Other	0.6%
Total	100.0%

Summary

English remains the most common first language spoken by UniSA staff with 55.9% having an English speaking background. The percentage of staff speaking a first language other than English remains low with the top three first non-English languages spoken being Chinese (1.4%), Italian (0.6%) and Greek (0.6%).

There are over 60 different first languages spoken by University staff including Chinese, Mandarin, Greek, Italian, Polish, Russian, German, Dutch, Bengali, French, Spanish, Cantonese, Hindi, Vietnamese, Danish, Serbian, Ukrainian, Bulgarian, Filipino, Persian, Romanian, Tamil, Catalan, Japanese, Kannada, Khmer, Latvian, Maltese, Punjabi, Swedish, Afrikaans, Arabic, Asante, Bemba/Nyanja, Berber, Bosnian, Finnish, Gujarati, Indonesian, Konkani, Korean, Malay, Marathi, Ngarrindgeri, Sinhalese, Slovak, Swahili, Telugu, Tongan, Turkish and Urdu.

Trend

	2004	2005	2006
First language other than English	8.0%	8.9%	9.2%

The percentage of staff whose first language is not English has increased over the three year period from 8.0% in 2004, 8.9% in 2005 and 9.2% in 2006. The top three non-English languages spoken remain the same over the three year period (Chinese, Italian and Greek).

When compared with last year the increase can be partly explained by the increase in Indian dialects and African languages that are identified by UniSA staff as their first language.

Benchmarking

Census data (2001) indicates that the percentage of South Australians who speak a language other than English at home was 16%, with the most common non-English languages being Italian (2%), Greek (2%), Cantonese (1%) and Vietnamese (1%) (Australian Bureau of Statistics). UniSA has a lower percentage with a total of 9.2% of staff nominating a language other than English as their first language.

DEST data is unavailable for this indicator.

In comparing the staff profile with the student profile, 63.7% of the UniSA student population speak English as their first language (based on 2005 calendar year data). The following languages are spoken as a proportion of the student population: Cantonese (8.0%), Chinese (6.5%), Mandarin (4.8%), Malay (1.9%), Vietnamese (1.6%), Hindi (0.8%) and Tamil (0.8%).

6.6 DISABILITY

Description

Table 19 shows the number of staff (headcount) with a disability who chose to disclose this information through the Staff Diversity Survey. This is also represented as a percentage of total staff.

Table 19: Number of Staff who identified as having a disability as at 31 March 2006

	Number of Staff who identified as having a Disability	Percentage of Staff (headcount)
Total University	69	3.02%

Summary

The number of staff identified as having a disability is 69 (3.02%). Of the 69 only 15 required a workplace adjustment.

In order to provide a culture that supports UniSA staff with disabilities, UniSA has undertaken several initiatives to provide a safe and inclusive working environment for staff with disabilities. These initiatives include:

- Maintaining the position Consultant: HR Services (Disability).
- Reviewing and establishing a staff-specific section of the Disability Action Plan and implementing associated strategies.
- Reviewing the University website and online environment in order to achieve an appropriate level of compliance with World Wide Web Consortium (W3C) Web Accessibility Guidelines.

A Disability Action Plan implemented during 2005 has instigated some change in evacuation procedures for staff with disabilities during non-emergency situations and improvements to the disability section of the UniSA website. An online accessibility working party also continues to review and improve the accessibility to the UniSA online environment.

Currently UniSA hosts the Regional Disability Liaison Officer (RDLO) position on behalf of the three South Australian universities, a range of government departments and the TAFE sector. The Director: Human Resources chairs a statewide advisory committee for the RDLO initiative.

UniSA also initiates employment of people with disabilities through its Youth Traineeship Scheme.

Trend

Percentage of staff who identified as having a disability	2004	2005	2006
Percentage of Staff (headcount)	3.51%	3.23%	3.02%

The number of staff who identified as having a disability has decreased over the reporting period from 78 in 2004, 72 in 2005 and 69 in 2006. The decrease in the percentage of staff that identified as having a disability may be due to the decrease in staff completing the Staff Diversity Survey.

Benchmarking

Australian Bureau of Statistics data (2001) indicates that 22.4% of the South Australian population has a disability. Analysing this data by age group, 9% of South Australians aged 15-34 years have a disability, 21% in the 35-64 age group and 52% for people aged over 65 years. South Australia has the highest disability rate in Australia which may be related to our ageing population.

DEST data is unavailable for this indicator.

7. STAFF QUALIFICATIONS

7.1 ACADEMIC STAFF QUALIFICATIONS

Description

Table 20 shows academic staff highest completed qualification as a percentage of academic staff (headcount). Qualifications include doctorate, masters or other qualification for both continuing and fixed-term academic staff by Division and Portfolio. The Portfolios with academic staff are Portfolio: Academic and Portfolio: Research & Innovation. (The Portfolio Pro Vice Chancellors are included in Chancellery).

The percentage of academic staff with a doctorate is a corporate KPI. The 2006 corporate KPI target is 48%.

Table 20: Academic Staff Highest Qualification Completed as a Percentage of Academic Staff by Division and Portfolio as at 31 March 2006

Division and Portfolio	Doctorate	Masters	Other	Not recorded
Division: Business	47.97%	31.76%	20.27%	0.00%
Division: Education, Arts & Social Sciences	45.40%	31.11%	23.49%	0.00%
Division: Health Sciences	43.11%	31.56%	24.89%	0.44%*
Division: Information Technology Engineering & the Environment	61.32%	17.45%	21.23%	0.00%
Chancellery	50.00%	50.00%	0.00%	0.00%
Portfolio: Academic	33.33%	41.67%	25.00%	0.00%
Portfolio: Organisational Strategy & Change	27.27%	59.09%	13.64%	0.00%
Portfolio: Research & Innovation	86.89%	6.56%	6.56%	0.00%
University-wide	50.45%	27.89%	21.56%	0.10%

* One staff member did not have Academic Qualifications in the South Australian Centre for Rural and Remote Health (which falls in the Division of Health Sciences), however they have equivalent experience.

Table 21 (over page) shows academic staff qualifications as a percentage of academic staff by level (headcount) highest completed qualification. Qualifications include doctorate, masters or other qualification for both continuing and fixed-term academic staff by academic staff level.

Table 21: Academic Staff Highest Qualification Completed as a Percentage of Academic Staff by Academic Level as at 31 March 2006

Division and Portfolio	Doctorate	Masters	Other	Not recorded
Academic Staff (T&R) Level E	89.80%	8.16%	2.04%	0.00%
Academic Staff (T&R) Level D	87.67%	9.59%	2.74%	0.00%
Academic Staff (T&R) Level C	56.64%	32.52%	10.84%	0.00%
Academic Staff (T&R) Level B	27.65%	47.73%	24.62%	0.00%
Academic Staff (T&R) Level A	7.45%	29.79%	62.77%	0.00%
Academic Staff (Research) Level E	100.00%	0.00%	0.00%	0.00%
Academic Staff (Research) Level D	100.00%	0.00%	0.00%	0.00%
Academic Staff (Research) Level C	85.71%	11.43%	2.86%	0.00%
Academic Staff (Research) Level B	77.78%	3.70%	18.52%	0.00%
Academic Staff (Research) Level A	30.77%	15.38%	52.75%	1.10%
University-wide	50.45%	27.89%	21.56%	0.10%

Summary

As at 31 March 2006, 50.45% of academic staff held a doctoral qualification. This percentage is above the 2006 corporate KPI target of 48%.

As at 31 March 2006, the highest percentage by academic level holding a doctoral qualification was 100% of Academic Research Level D and E, followed by Academic Level E (T&R) at 89.8% and Academic Level D (T&R) at 87.67%.

Trend

	2004	2005	2006
Doctorate qualification percentage of academic staff	42.9%	46.5%	50.5%

There has been a continual increase in the percentage of academic staff that holds a doctoral qualification over the three year period from 42.9% in 2004 to 46.5% in 2005 and 50.5% in 2006.

All Divisions recorded an increase in staff holding doctoral qualifications over the three year reporting period. The greatest increase was in the Division of Education, Arts and Social Sciences with an increase from 33.5% in 2004 to 39.5% in 2005 to 45.4% in 2006.

The steady increase in the percentage of academic staff that have completed a doctorate may be attributed to more academic staff completing doctorates and improved processes for capturing data at the local level and consistent recruitment practices of employing academic staff who have completed doctoral qualifications. Procedures have been developed for the appointment of academic staff who do not hold doctoral qualifications. These procedures provide for consideration to be given to candidates who are nearing completion of their PhD, or if the field of candidates is expected to be extremely limited due to the nature of the discipline, doctoral qualifications may not be required as an essential criterion.

Following the endorsement by Senior Management Group in early 2005 of guidelines for academic staff for the commencement and completion of doctoral qualifications, the number of academic staff completing qualifications is expected to continue to increase.

Benchmarking

The Australian Universities HR Benchmarking Program for 2005 reported an overall average of 57.2% for doctoral qualifications held in 2005 (28 Universities were included in this sample). For ATN Universities the overall average result was 50.5% for doctoral qualifications held in 2005.

The following benchmarking information is obtained from 2005 DEST data utilising information based on completion (headcount) of a doctorate by research or coursework.

	Percentage of Academic Staff completion of a Doctorate by Research or Coursework
All Australian Universities	57.8%
ATN Universities	47.6%
Adelaide University	71.7%
Flinders University	59.9%
UniSA	48.3%

This data reveals that UniSA has a higher percentage of academic staff with doctoral qualifications than the average for the ATN Universities, but is lower when compared to the average of all Australian universities.

7.2 GENERAL STAFF QUALIFICATIONS

Description

Table 22 shows general staff highest completed qualifications as a percentage of all general staff. Qualifications include doctorate, masters, postgraduate, bachelor or other qualification for both continuing and fixed-term general staff by Division and Portfolio. Advanced diploma, certificates and vocational courses are included in the 'other' category.

Table 22: General Staff Highest Qualification Completed as a Percentage of General Staff by Division and Portfolio as at 31 March 2006

Division and Portfolio	Doctorate	Masters	Post-graduate	Bachelor	Other	Not recorded
Division: Business	0.83%	4.96%	4.96%	24.79%	21.49%	42.98%
Division: Education, Arts & Social Sciences	0.00%	3.73%	5.22%	19.40%	4.48%	67.16%
Division: Health Sciences	0.00%	2.34%	3.13%	18.75%	19.53%	56.25%
Division: Information Technology, Engineering & the Environment	0.88%	4.39%	4.39%	15.79%	7.02%	67.54%
Chancellery	2.86%	8.57%	2.86%	22.86%	0.00%	62.86%
Portfolio: Academic	0.36%	8.30%	9.03%	19.13%	12.64%	50.54%
Portfolio: Finance & Resources	0.00%	2.00%	3.33%	6.67%	5.33%	82.67%
Portfolio: International & Development	0.00%	10.98%	2.44%	18.29%	4.88%	63.41%
Portfolio: Organisational Strategy & Change	1.81%	2.41%	2.41%	22.89%	9.64%	60.84%
Portfolio: Research & Innovation	5.80%	10.14%	2.90%	30.43%	15.94%	34.78%
University-wide	0.86%	5.33%	4.78%	19.04%	10.89%	59.09%

Summary

For this year the data is not significant, as the majority of general staff (59.1%) do not provide information about academic qualifications. From the information provided, 30% of general staff have a qualification of bachelor or higher.

Across the Divisions, the percentage of general staff with a bachelor qualification or higher ranged from 35.5% in the Division of Business to 24.5% in the Division of Information Technology, Engineering & the Environment. Across the Portfolios, the Portfolio: Research and Innovation (49.3%) and the Portfolio: Academic (36.8%) had largest percentage of staff with a bachelor degree or higher. This is not surprising given the nature of the work undertaken by these Portfolios.

Trend

	2004	2005	2006
Bachelor qualification or higher percentage of general staff	26.6%	28.3%	30.0%

The percentage of general staff who hold a bachelor qualification or higher continued to increase from 26.6% in 2004, 28.3% in 2005 to 30.0% in 2006.

As data provided by staff is limited, general staff should be encouraged at the local level to record academic qualifications. The Human Resource Officers will promote this via the HR Network.

Benchmarking

The South Australian public demographics show that 21% of the population aged 15-64 have a bachelor degree or above (Australian Bureau of Statistics, 2001).

8. CAREER DEVELOPMENT

8.1 ACADEMIC PROMOTIONS

Description

The mission of UniSA encapsulated in its positioning statement is 'educating professionals, creating and applying knowledge and serving the community'.

Academic promotion, at all levels, is based on the merit of the applicant's contribution towards this mission as expressed through his/her role within the University. Academic promotion occurs once a year and is based on criteria outlined in the Academic Promotion Policy HR26.

Table 23 shows the number of applications for promotion by gender and by the academic level applied for by the applicant.

Table 23: Number of Applications Received for Academic Promotion for 2005 round

		Total	BUE	EASS	HSC	ITEE	OSC	R&I
Level B	Male	5	-	2	1	-	-	2
	Female	5	1	1	1	-	-	2
Level C	Male	12	3	2	1	4	-	2
	Female	10	1	5	2	2	-	-
Level D	Male	14	3	4	1	4	-	2
	Female	4	1	1	-	2	-	-
Level E	Male	5	-	2	1	1	1	-
	Female	2	-	1	-	1	-	-
Total	Male	36	6	10	4	9	1	6
	Female	21	3	8	3	5	-	2
University Total		57	9	18	7	14	1	8

Table 24 shows the number of successful promotions by gender and by the academic level applied for by the applicant.

Table 24: Number of Successful Applications for Academic Promotion for 2005 round

		Total	BUE	EASS	HSC	ITEE	OSC	R&I
Level B	Male	5	-	2	1	-	-	2
	Female	4	1	1	1	-	-	1
Level C	Male	10	3	1	1	3	-	2
	Female	7	-	5	1	1	-	-
Level D	Male	8	1	3	1	2	-	1
	Female	1	-	-	-	1	-	-
Level E	Male	1	-	-	-	-	1	-
	Female	1	-	-	-	1	-	-
Total	Male	24	4	6	3	5	1	5
	Female	13	1	6	2	3	-	1
University Total		37	5	12	5	8	1	6

Table 25 shows the academic promotion rate and the academic application for promotion rate by all academic staff and by gender.

The academic application for promotion rate is the rate of academic staff applying for academic staff promotion. It has been calculated with the following formula:

$$\frac{\text{Number of academic staff applications for promotion A – D}}{\text{Academic staff headcount Academic Levels A – D}} \times 100\%$$

For 2005 round of academic promotion, this formula equates to 57 applications for academic promotion divided by 908 academic staff headcount at Academic Levels A – D.

The academic promotion rate is the rate of successful academic staff promotions. This index shows the rate of career progression for academic staff. It has been calculated with the following formula:

$$\frac{\text{Number of academic staff promoted A – D}}{\text{Academic staff headcount Academic Levels A – D}} \times 100\%$$

For 2005 round of academic promotion, this formula equates to 37 academic promotions divided by 908 academic staff headcount at Academic Levels A – D.

Table 25: Academic Application for Promotion Rate and Academic Promotion Rate for 2005 Round

	Male	Female	All Academic Staff
Academic Application for Promotion Rate	7.8%	4.7%	6.3%
Academic Promotion Rate	5.2%	2.9%	4.1%

Summary

Fifty-seven academic staff applied for promotion in 2005: 21 women and 36 men. This represents a marked decrease from 2004, where 73 applications for academic promotion were received (28 women and 45 men).

Thirty-seven staff were successful when applying for academic promotion for the 2005 round, comprising 13 women (35%) and 24 (65%) men.

The highest number of academic staff applying for promotion in 2005 was in the Division of Education, Arts and Social Sciences with 31.5% of total applications (18 applications).

The proportion of academic women applying for promotion for the 2005 round and consequently being successful is consistently lower on both counts when compared with academic men. As shown in Table 26 the academic application for promotion rate was 7.8% for men compared with 4.7% for women. The academic promotion rate for women was also lower at 2.9% compared with 5.2% for men.

Trend

University-wide Academic Promotions	2003	2004	2005
Number of Female Applications	29	28	21
Number of Male Applications	28	45	36
Number of Successful Females	16	13	13
Number of Successful Males	17	27	24
Academic Promotion Application Rate	6.6%	8.2%	6.3%
Academic Promotion Rate	3.8%	4.5%	4.1%

Over the three year period the total number of applications for academic promotion has fluctuated from 57 in 2003, 73 in 2004 and 57 in 2005.

The academic promotion application rate fluctuated from 6.6% in 2003, 8.2% in 2004 and 6.3% in 2005. Correspondingly, the academic promotion rate fluctuated from 3.8% in 2003, 4.5% in 2004 and 4.1% in 2005.

There has also been a change in the gender balance of applications received over the three year reporting period. In 2003 an equal number of males and females applied for academic promotion. However, in 2004 the percentage of males applying for academic promotion increased to 62% with women accounting for only 38% of applications. This trend continued in 2005, where the percentage of men applying for academic promotion increased slightly to 63% while the rate for women decreased slightly to 37%.

Of all applications for academic promotion for the 2005 round, 65% were successful, an increase from 55% in 2004 and 57% in 2003.

Sixty-two per cent of academic women who applied for academic promotion were successful. This represents an increase from the previous two years (46% in 2004 and 55% in 2003).

Benchmarking

The Australian Universities Benchmarking Program 2006 showed the average academic application for promotion rate for universities for 2005 (sample size 25) to be 7.5%. For ATN Universities the average academic application for promotion rate was 8.2%. Using the formula outlined on the previous page, the academic application for promotion rate for UniSA was 6.3%,

The Australian Universities Benchmarking Program 2006 showed the average academic promotion rate for all universities for 2005 (sample size 25) to be 4.8%. For ATN Universities the average academic promotion rate was 4.7%. Using the formula outlined on the previous page, the academic promotion rate for UniSA was 4.1%.

8.2 GENERAL STAFF RECLASSIFICATIONS

Description

Reclassification is available to all general staff when there are significant changes to a position. During 2005 the Computer Aided Job Evaluation (CAJE) process was utilised to review positions submitted for reclassification.

Table 26 shows the number of general staff reclassification applications received by substantive position, number of successful applications (classification level increased) and number of applications which resulted in the classification remaining the same. Table 27 shows applications for reclassification by Division and Portfolio for the period 1 April 2005 to 31 March 2006.

Table 26: Number of Applications for Reclassification, 1 April 2005 to 31 March 2006

General Staff Level	Applications for Reclassifications by Substantive Position	Classification level increased	Classification level remained the same
HEO1	-	-	-
HEO2	3	2	1
HEO3	3	3	-
HEO4	5	2	3
HEO5	5	2	3
HEO6	1	1	-
HEO7	3	2	1
HEO8	1	1	-
HEO9	-	-	-
HEO10	-	-	-
Total University	21	13	8

Table 27: Number of Applications for Reclassifications by Division and Portfolio, 1 April 2005 to 31 March 2006

Division and Portfolio	No. of Reclassifications
Division: Business	-
Division: Education, Arts & Social Sciences	7
Division: Health Sciences	5
Division: Information Technology, Engineering & the Environment	4
Chancellery	-
Portfolio: Academic	1
Portfolio: Finance & Resources	-
Portfolio: International & Development	-
Portfolio: Organisational Strategy & Change	2
Portfolio: Research & Innovation	2
University-wide	21

Summary

Of the 21 applications for reclassification, 62% resulted in an increase of classification level. Approximately 50% of applications received for reclassification were at Higher Education Officer (HEO) 4 and 5 (each with five applications). This is consistent with the proportion of general staff classified at these levels (23.6% at HEO4 and 17.6% at HEO5).

The majority of applications were received from the Divisions, with the Division of Education, Arts and Social Sciences submitting seven applications, Health Sciences submitting five applications and four from the Division of Information Technology, Engineering and the Environment.

The number of applications represents a relatively low percentage of general staff (21 applications, 1.6% of general staff headcount).

Trend

Number of applications for reclassifications	2004	2005	2006
Total University	35	40	21
Percentage which resulted in an increase of classification level	74%	65%	62%

Over the three year period the number of applications for reclassification has fluctuated from 35 in 2004, 40 in 2005 and 21 in 2006.

During 2005 a review of the CAJE classification tool system was undertaken. As a result it was agreed that the CAJE tool would no longer be used for reclassifying general staff positions. In March 2006 the Mercer CED Job Evaluation system was introduced for reclassification.

Although the reclassification process has not changed, it has been streamlined with the introduction of a questionnaire which will replace the 35 page CAJE application. The new questionnaire has been designed to facilitate discussions between the staff member and their manager, assist in accurately describing the responsibility of the role and provide further information to evaluators to understand the nature and scope of the role.

It is anticipated that the introduction of the new classification tool will result in an increase in applications for general staff classification.

Classification Linking

The University acknowledges that the duties and responsibilities of general staff positions may, in certain circumstances, extend beyond a single HEO classification level. The *2004 Academic and General Staff Enterprise Agreement* provided for classification linking with the introduction of an 18 month trial. Classification linking provides the local area with the capacity to link classification levels for such positions and provides good career development opportunities for general staff. Classification linking guidelines were developed and the trial was put in place in late November 2005 for an 18 month period.

8.3 HIGHER DUTIES OPPORTUNITIES FOR GENERAL STAFF

Description

Higher duties allowances (HDA) are provided to general staff when they temporarily perform duties at a higher classification level. This indicator provides a measure of staff development opportunities available for general staff. Table 28 shows the number of higher duties opportunities by the classification level of the employees' substantive position.

Table 28: Number of Higher Duties Opportunities by Substantive Classification Level, 1 April 2005 to 31 March 2006

General Staff Substantive Classification	Number of HDA opportunities		
	Female	Male	Total
HEO1	0	0	0
HEO2	3	0	3
HEO3	29	10	39
HEO4	108	23	131
HEO5	55	22	77
HEO6	34	22	56
HEO7	24	23	47
HEO8	10	18	28
HEO9	6	10	16
HEO10 & above	1	4	5
Grand Total	270	132	402

Table 29 shows the same information detailed by Division and Portfolio based on the area that provided the higher duties opportunity.

Table 29: Number of Higher Duties Opportunities by Division and Portfolio, 1 April 2005 to 31 March 2006

Division and Portfolio	Number of HDA opportunities		
	Female	Male	Total
Division: Business	54	13	67
Division: Education, Arts & Social Sciences	46	7	53
Division: Health Sciences	11	4	15
Division: Information Technology, Engineering & the Environment	18	4	22
Chancellery	11	4	15
Portfolio: Academic	36	20	56
Portfolio: Finance & Resources	28	6	34
Portfolio: International & Development	39	48	87
Portfolio: Organisational Strategy & Change	12	1	13
Portfolio: Research & Innovation	15	25	40
University-wide	270	132	402

Summary

The highest number of opportunities for HDAs were for general staff at classification HEO4 (131). Sixty-seven per cent of higher duties opportunities were awarded to women, which is consistent with the percentage of women making up general staff numbers (67%).

The Portfolio: International and Development had the highest number of general staff higher duties opportunities (87), which represented 21.6% of the total.

Trend

Number of opportunities for higher duties	2004	2005	2006
Total University	363	406	402

There has been a slight decrease in the number of higher duties opportunities over the past year. If each opportunity was spread equally across the University, in theory 31.5% of general staff (headcount) may have had an opportunity to undertake higher duties during this period.

Benchmarking

No data available.

8.4 PROFESSIONAL EXPERIENCE PROGRAM

Description

Professional Experience Program (PEP) for academic staff is intended to provide for a period of professional development to the mutual benefit of a staff member and the University. A member of the academic staff in the range Levels A – E is eligible to apply for PEP under the conditions of the Professional Experience Program Policy (HR-9.1).

Table 30 shows the number of academic staff who accessed PEP during the period 1 April 2005 to 31 March 2006 by Division and Portfolio. This means that a staff member who commenced PEP leave prior to the 1 April 2005 but was still on PEP leave as at 1 April 2005 has been counted in this data.

Table 30: Number of Academic Staff who Accessed Professional Experience Program by Division and Portfolio, 1 April 2005 to 31 March 2006

Division and Portfolio	Total
Division: Business	10
Division: Education, Arts & Social Sciences	33
Division: Health Sciences	8
Division: Information Technology, Engineering & the Environment	17
Portfolio: Academic	3
Portfolio: Research & Innovation	1
University-wide	72

Summary

Seventy-two academic staff (7.1% of total academic headcount) are recorded as accessing PEP leave during the reporting period, representing a low participation rate in the scheme. The highest number of academic staff accessing PEP leave was in the Division of Education, Arts and Social Sciences with 33 staff members (45.8% of total number accessing PEP leave).

Trend

Number of academic staff accessing PEP leave	2005	2006
Total University	80	72

This is the second year of reporting on PEP leave, therefore data for 2004 is not included. The number of staff accessing PEP leave has decreased by 8 from last year.

Benchmarking

No data available.

8.5 STAFF STUDY SUPPORT

Description

Staff Study Support is designed to assist staff in the successful completion of an approved program of study. All staff other than hourly paid staff and staff on a contract of less than 12 months, who are undertaking an approved program of study in addition to their normal duties are eligible to apply for study support under Staff Study Support Policy (HR 13-1). This indicator provides a measure of general staff undertaking further study, however provides only a 'sense' for academic staff as many academics receive payment for study from their local area.

Table 31 shows the number of staff paid Staff Study Support in 2005 for study undertaken in 2004.

Table 31: Number of Staff paid Staff Study Support by Division and Portfolio, 1 April 2005 to 31 March 2006

Division and Portfolio	Number of Staff Study Support		
	Academic	General	Total
Division: Business	1	2	3
Division: Education, Arts & Social Sciences	2	7	9
Division: Health Sciences	3	5	8
Division: Information Technology, Engineering & the Environment	1	3	4
Chancellery		1	1
Portfolio: Academic		17	17
Portfolio: Finance & Resources		5	5
Portfolio: International & Development		4	4
Portfolio: Organisational Strategy & Change		6	6
Portfolio: Research & Innovation		1	1
University-wide	7	51	58

Summary

Fifty eight staff members (including both academic and general staff) are recorded as accessing staff study support during the reporting period. The majority of staff accessing the scheme were general staff (51) and represents only 4.0% of the total general staff headcount. The highest number of staff who received staff study support was in the Portfolio: Academic (17, 29.3% of applications) followed by the Division of Education, Arts and Social Sciences (9, 15.5%).

Trend

Number of staff paid staff study support	2005	2006
Academic Staff	10	7
General Staff	58	51
Total University	68	58

Overall, there has been a decrease of 14.7% in the number of staff paid staff study support from 2005 to 2006.

Benchmarking

No data available.

9. LEAVE

9.1 PLANNED AND UNPLANNED LEAVE

Description

Unplanned leave is time absent from the University which includes sick leave, dependent child leave, carer's leave, bereavement leave, emergency service leave, workers compensation leave and industrial action.

Planned leave is time absent from the University which includes recreation leave and long service leave.

The rate of planned and unplanned leave is shown as a percentage and is calculated as follows:

$$\frac{\text{FTE days Leave}}{\text{Total Working Days (248) x average FTE}} \times 100\%$$

Planned and unplanned leave rates are shown as a percentage of all working days and are shown by academic and general staff in Table 32.

Table 32: Unplanned, Planned and Total Leave Annualised by Academic and General, 1 April 2005 to 31 March 2006

Division and Portfolio	Academic Staff		Academic Staff Total Leave	General Staff		General Staff Total Leave
	Planned Working Days	Unplanned Working Days		Planned Working Days	Unplanned Working Days	
Division: Business	9.15%	1.24%	10.40%	8.54%	3.50%	12.03%
Division: Education, Arts & Social Sciences	9.63%	2.28%	11.92%	8.02%	3.92%	11.94%
Division: Health Sciences	9.40%	1.34%	10.75%	8.22%	3.02%	11.24%
Division: Information Technology, Engineering & the Environment	7.39%	0.68%	8.07%	7.85%	3.11%	10.96%
Chancellery	9.52%	0.22%	9.74%	8.79%	1.89%	10.68%
Portfolio: Academic	9.56%	3.50%	13.06%	10.69%	3.62%	14.31%
Portfolio: Finance & Resources	N/A	N/A	N/A	9.96%	4.71%	14.67%
Portfolio: International & Development	N/A	N/A	N/A	6.97%	2.23%	9.19%
Portfolio: Organisational Strategy & Change	2.29%	0.57%	2.86%	6.83%	2.40%	9.23%
Portfolio: Research & Innovation	6.95%	1.29%	8.24%	6.83%	2.74%	9.58%
Total University	8.69%	1.50%	10.19%	10.87%	3.33%	11.94%

Table 33 shows the percentage of total unplanned and planned leave for all staff by Division and Portfolio.

Table 33: Unplanned and Planned Leave Annualised by Division and Portfolio for all Staff and Total University, 1 April 2005 to 31 March 2006

Division and Portfolio	Planned Leave	Unplanned Leave	Total (days)
Division: Business	8.88%	2.25%	11.13%
Division: Education, Arts & Social Sciences	9.16%	2.77%	11.92%
Division: Health Sciences	8.96%	1.97%	10.93%
Division: Information Technology, Engineering & the Environment	7.55%	1.52%	9.07%
Chancellery	8.86%	1.73%	10.59%
Portfolio: Academic	10.60%	3.61%	14.21%
Portfolio: Finance & Resources	9.96%	4.71%	14.67%
Portfolio: International & Development	6.97%	2.23%	9.19%
Portfolio: Organisational Strategy & Change	6.28%	2.18%	8.47%
Portfolio: Research & Innovation	6.89%	2.03%	8.93%
Total University	8.65%	2.52%	11.17%

Summary

The unplanned leave rate (2.52%) means that on average staff members took 6.25 days off as unplanned days. Unplanned leave for general staff (3.33%, 8.26 average days) is higher than for academic staff (1.5%, 3.72 average days). The lower average days for academic staff may be a reflection of the difficulty in ensuring leave forms are completed.

The total planned leave rate of 8.65% equates to approximately 21.5 days off per year for each staff member.

Trend

	2004	2005	2006
Planned Leave	8.01%	8.59%	8.65%
Unplanned Leave	2.15%	2.48%	2.52%
Total Leave	10.17%	11.07%	11.17%

The total leave rate increased marginally in the period 2005 to 2006 from 11.07% to 11.17% with a slight increase in both planned leave and unplanned leave.

The increase in planned leave may indicate that staff are taking their leave entitlements on a more regular basis. The increase in unplanned leave may indicate staff are taking more sick days or carer's leave. It may also indicate that staff are completing the appropriate leave forms

as a result of the HRU's continued commitment to ensure both academic and general staff complete leave forms as required by the Auditor General's Department.

Benchmarking

For information purposes the following data is provided, however it is not a direct comparison to the data provided for UniSA.

The Mercer HR data reports that for organisations with over 1000 employees the average number of sick days per staff FTE per year is 6.8 days including both paid and unpaid sick leave (Mercer Human Resources Effectiveness Monitor, September 2005). For all Australian industries the average sick leave days per employee has remained constant over the last two years at 5.4 days. Although the general trend over the last few years has seen an increase in sick leave, the data for the past two years would suggest that rates may be stabilising. This can be explained by the increase in the provision of flexible work arrangements and the trend that organisations do not place a cap on the number of unused sick leave days that can be accrued, therefore staff do not feel that they must "use it or lose it".

Over the period July 2004 to June 2005 the level of sick leave in the South Australian Public Sector (including leave for family caring purposes) was an average of 6.9 days per FTE. This represents a decrease from previous years (7.4 days in 2004 and 7.2 days in 2003).

9.2 RECREATION LEAVE LIABILITY

Description

Recreation leave liability is the amount of recreation leave entitlement that a staff member has accrued. Under the provisions of the *UniSA Academic and General Staff Enterprise Agreement 2004* recreation leave shall not accumulate (as at 31 March each year) beyond 40 days entitlement for general staff and 20 days entitlement for academic staff.

Table 34 shows the average recreation leave liability per staff member. It is represented as average working days per staff member (headcount) by Academic and General and Division/Portfolio.

Recreation leave liability average days are calculated by using the following formula:

$$\frac{\text{Total Recreation Leave Liability}}{\text{Total Staff Numbers (Headcount)}}$$

Table 34: Average Recreation Leave Liability for Academic and General by Division and Portfolio as at 31 March 2006

Award	Division and Portfolio	Average Accumulated Recreation Leave (working days)
Academic	Division: Business	19.4
	Division: Education, Arts & Social Sciences	15.3
	Division: Health Sciences	14.5
	Division: Information Technology, Engineering & the Environment	19.9
	Chancellery	7.2
	Portfolio: Academic	10.7
	Portfolio: Organisational Strategy and Change	10.5
	Portfolio: Research & Innovation	18.7
Academic Average		16.7
General	Division: Business	14.2
	Division: Education, Arts & Social Sciences	15.4
	Division: Health Sciences	17.3
	Division: Information Technology, Engineering & the Environment	18.5
	Chancellery	14.4
	Portfolio: Academic	16.1
	Portfolio: Finance & Resources	18.0
	Portfolio: International & Development	16.3
	Portfolio: Organisational Strategy & Change	17.8
	Portfolio: Research & Innovation	17.3
General Average		16.6
Whole University Average		16.7

Summary

On average academic staff have a marginally higher recreation leave liability of 16.7 days per staff member when compared to general staff at 16.6 days.

Trend

Average recreational leave liability	2004	2005	2006
Academic Average	16.7	17.7	16.7
General Average	16.5	17.1	16.6
Whole University Average	16.6	17.4	16.7

Average recreational leave liabilities for 2006 have decreased from the previous year and are now at the level they were in 2004.

The University has a commitment to a safe and healthy work environment and acknowledges the important role that effective management of recreation leave plays in this regard. Hence staff members are encouraged to take their recreation leave as soon as possible in the year following its accrual and should not accumulate beyond entitlements.

Managers are required to implement staff recreation leave plans in order to ensure the needs of the work group and individual are balanced. The HRU has developed procedures to assist managers regarding the management of excess recreation leave.

Benchmarking

No data available.

9.3 LONG SERVICE LEAVE LIABILITY

Description

Long service leave liability is shown as average calendar days per staff member (headcount) by Academic and General and Division and Portfolio (Table 35).

Long service leave liability is the amount of long service leave entitlement that a staff member has accrued. However, staff are not able to utilise long service leave until they have completed 7 years of continuous service. Therefore, staff with less than 7 years service record zero long service leave liability. The rate of accumulation of long service is 91 days for the first 10 years service and 9.1 days per year for subsequent years. General staff and ex-SACAE staff are entitled to accumulate 15 days for each year of service after completion of 15 years.

Long service leave liability average days are calculated by using the following formula:

$$\frac{\text{Long Service Leave Liability}}{\text{Total Staff Numbers (Headcount)}}$$

Table 35: Long Service Leave Liability Average Days for Academic and General by Division and Portfolio as at 31 March 2006

Award	Division and Portfolio	Average Accumulated Long Service Leave (Calendar days)
Academic	Division: Business	61.4
	Division: Education, Arts & Social Sciences	65.4
	Division: Health Sciences	48.6
	Division: Information Technology, Engineering & the Environment	54.8
	Chancellery	93.8
	Portfolio: Academic	54.2
	Portfolio: Organisational Strategy & Change	23.1
	Portfolio: Research & Innovation	40.2
	Academic Average	
General	Division: Business	16.6
	Division: Education, Arts & Social Sciences	46.5
	Division: Health Sciences	45.0
	Division: Information Technology, Engineering & the Environment	53.0
	Chancellery	36.0
	Portfolio: Academic	52.0
	Portfolio: Finance & Resources	55.7
	Portfolio: International & Development	25.7
	Portfolio: Organisational Strategy & Change	45.5
	Portfolio: Research & Innovation	44.7
General Average		44.5
Whole University Average		49.7

Summary

A large long service liability to the University represents a significant financial liability to the organisation. On average academic staff have a higher long service leave liability (56.3 calendar days per staff member) when compared to general staff, (44.5 calendar days). This correlates with academic staff having on average a greater length of service, hence more time to accrue long service leave.

Trend

Long service liability average days	2004	2005	2006
Academic Average	58.6	55.6	56.3
General Average	46.1	46.9	44.5
Whole University Average	51.4	50.7	49.7

The average long service liability of all staff has decreased over the three year reporting period, from 51.4 days in 2004, 50.7 days in 2005 down to 49.7 days in 2006.

The increase in applications from staff wishing to exercise their entitlement to payment in lieu of long service leave (Clause 68.3.5 of the *Academic and General Staff Enterprise Agreement 2004*) has helped in decreasing the liability. However as 20% of University staff are in the perceived retirement age of over 55 this liability needs to be monitored carefully. The HRU has provided advice that encourages all pre-separation contracts to include a clause seeking a commitment to use all or a portion of outstanding long service leave during the life of the contract.

Benchmarking

No data available.

9.4 FAMILY FRIENDLY LEAVE INITIATIVES

Description

The University recognises and supports the obligations people have to family members by providing a range of options for staff to manage their family responsibilities. These flexible work options contribute to a positive and productive work environment and provide an opportunity to achieve work-life balance.

In December 2005, the University won the Public Sector Employer of the Year Award at the 2005 ACCI/BCA National Work and Family Awards. The winners were judged on flexible work practices, including how they are incorporated into daily business operations; whether they are effectively communicated to staff and how they help to achieve the best business and employee outcomes.

Flexible work arrangements refer to short or long-term changes to working hours and leave arrangements within the context of organisational needs. The success of flexible work arrangements requires good planning and communication and a shared responsibility between staff and managers to make the arrangements work.

Table 36 shows the number of staff who were committed to flexible work arrangements including a reduced work year, 1/2 leave, 4/5 leave, paid maternity leave, pre-natal leave, phased in return to work leave following a maternity leave absence, child rearing leave and family responsibility leave.

Table 36: Take up of Family Friendly Leave Initiatives by Division and Portfolio, 1 April 2005 to 31 March 2006

Division and Portfolio	Reduced Work Year	1/2 Leave	4/5 Leave	Paid Maternity /Adoption Leave	Pre-Natal Leave	Phased in Return to Work	Partner Leave	Child Rearing Leave	Family Responsibility	Total
Division: Business	5	0	0	11	1	2	2	1	51	73
Division: Education, Arts & Social Sciences	2	0	0	4	2	3	3	1	74	89
Division: Health Sciences	1	0	0	6	4	2	2	0	80	95
Division: Information Technology, Engineering & the Environment	0	0	0	5	0	2	3	3	63	76
Chancellery	1	0	0	3	0	0	0	0	11	15
Portfolio: Academic	14	1	0	3	4	5	3	3	149	182
Portfolio: Finance & Resources	1	0	1	1	1	0	7	0	66	77
Portfolio: International & Development	2	0	0	5	2	2	1	1	30	43
Portfolio: Organisational Strategy & Change	4	0	0	1	0	2	5	0	60	72
Portfolio: Research & Innovation	1	0	0	3	0	2	4	0	28	38
Grand Total	31	1	1	42	14	20	30	9	612	760

A reduced work year is where a staff member receives additional unpaid leave within a twelve month period in return for a pro-rata reduction in their annual salary. The reduced salary is averaged over the year to allow the staff member to be paid during the extra period of leave. This includes 46/52, 47/52, 48/52, 49/52, 50/52 and 51/52 leave. 1/2 leave is an arrangement where a staff member can take 6 months or 12 months unpaid leave over a 1 to 2 year period and have the reduced salary spread over the 1 to 2 years. 4/5 leave allows staff to take 12 months unpaid leave and the reduction in salary is spread over the 5 years.

Paid maternity leave is available at the rate of 16 weeks on full pay or 32 weeks half-pay. In addition staff members are entitled to 6 days pre-natal leave and phased-in return to work arrangements where a staff member returning from maternity leave may work a reduced fraction of 0.6 FTE for 8 weeks and will be paid at the full rate of pay. Partner leave of up to 10 days is available when associated with a partner's pregnancy or adoption. Child rearing leave (unpaid) is available in addition to any other form of maternity/adoption leave for a period of 52 weeks for the purpose of caring for a pre-school age child.

Summary

Whilst the take-up of these family-friendly leave arrangements has been very positive, it should be noted that this data represents each separate occasion family friendly initiatives were accessed. It may be that the same staff members accessed different initiatives, or the same initiative a number of times, i.e. family responsibility leave. The data shows that staff participated in family friendly initiatives on 760 occasions. Out of 41 staff recorded as utilising the reduced work year component of the program, 4 were male, while 190 male staff accessed family responsibility leave arrangements. Forty-two women took paid maternity leave, which represents 3.2% of female staff (excluding casuals).

Trend

Take up of Family Friendly Initiatives in total	2004	2005	2006
University-wide	60	68	760

The trend data shows a very high increase in the take-up of family-friendly initiatives. This is due to limited reporting for the past two years. Family responsibility leave, partner leave, pre-natal leave and return-to work arrangements have been included for the first time in this report.

Benchmarking

No data available.

PART B: OCCUPATIONAL HEALTH & SAFETY

1. WORKERS COMPENSATION

1.1 TOTAL NUMBER OF WORKERS COMPENSATION CLAIMS & TYPES OF INJURY OR ILLNESS

Description

Table 37 shows the total number of workers compensation claims registered, the number of staff who registered claims, the number of claims that resulted in lost time and the percentage of total staff (headcount) who submitted a claim for the period 1 April 2005 to 31 March 2006. The percentage of total staff who submitted a claim utilises the University's headcount figures (excluding casuals).

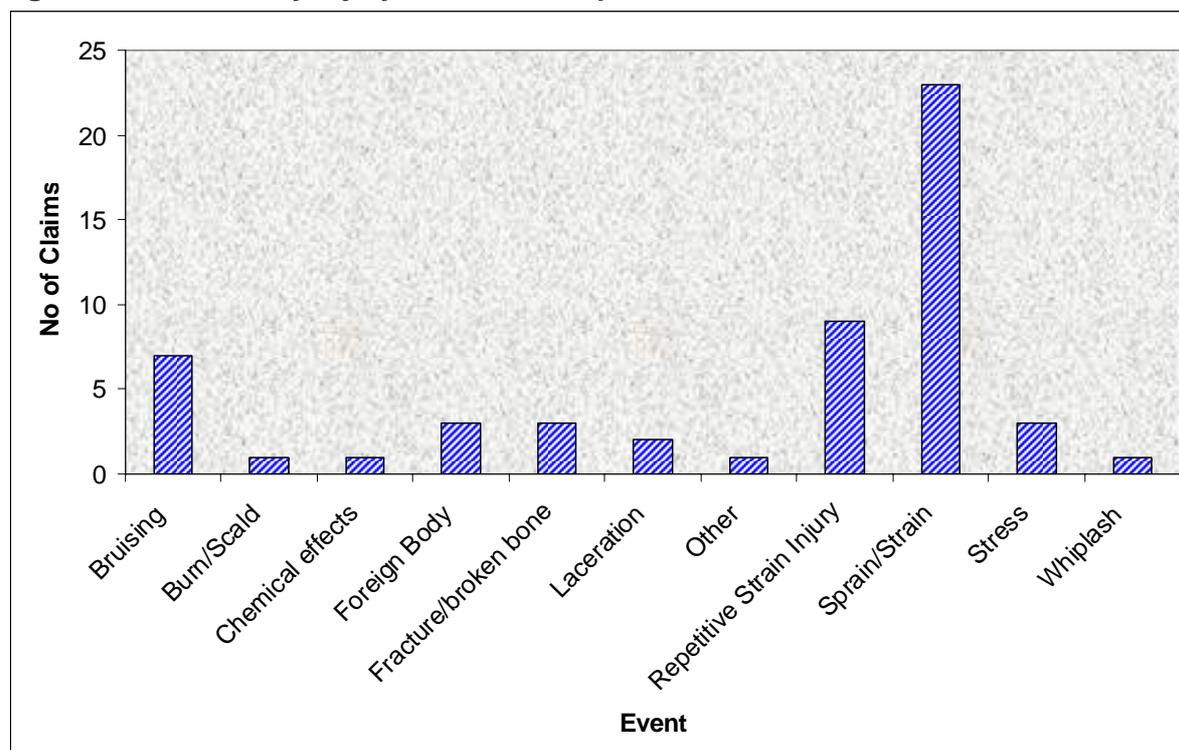
Due to the confidential nature of workers compensation claims it is not possible to show data broken down by Division and Portfolio as individuals may be identified from the data.

Table 37: Total Number of Workers Compensation Claims, 1 April 2005 to 31 March 2006

	No of Individual Claims	No of Staff who submitted a claim	No of lost time claims	Percentage of total staff who submitted a claim
Total University	54	54	22	2.36%

Figure 9 illustrates the nature of injury or illness of the claims for the same period.

Figure 9: Claims by Injury or Illness, 1 April 2005 to 31 March 2006



Definitions

Chemical effects – an injury to a person from exposure to chemical products over a period of time.

Other Events - includes any injury that does not fall into the specified categories.

Summary

There were a total of 54 workers compensation claims registered between 1 April 2005 and 31 March 2006. A total of 54 staff submitted a claim, which represents 2.36% of staff.

The data indicates that the three major causes of injury or illness to staff for the reporting period were:

- sprain and strain from manual handling tasks (23 injuries),
- repetitive movement from working at computer based workstations (9 injuries), and
- bruising (7 injuries).

This information assists the University in identifying preventive strategies to reduce the risk of incidence across the organisation. These strategies include the further implementation of the OHSW online learning programs to increase knowledge and raise awareness of OHSW issues amongst staff, and the continued implementation of the WorkPace software program. This program provides ergonomic information, scheduled work pauses, compulsory rest breaks and relevant exercises. In addition OHSW Services have conducted a significant number of computer workstation assessments to reduce the risk of staff contracting occupational overuse injuries. It is anticipated that the continued implementation of these strategies will assist the University in reducing the injury rate.

Trend

Total University	2004	2005	2006
Number of Individual Claims	55	56	54

This data indicates that the number of claims registered has decreased slightly from 56 in 2005 to 54 in 2006.

The three major causes of injury/illness to staff over the three year period have remained relatively consistent as sprains/strains from manual handling tasks, repetitive movement and slips, trips and falls. Over the three year period, sprains and strain injuries from manual handling tasks have increased from 12 to 23, repetitive movement injuries have decreased from 14 to 9 and slips, trips and falls have decreased from 11 to 4.

It is anticipated that the further implementation of the OHSW online learning programs, the WorkPace program, and an increase in the general awareness of staff should impact on injury experience.

Benchmarking

No data available

1.2 TOTAL NUMBER OF DAYS LOST

Description

Table 38 shows the total number of days lost due to work related injuries that resulted in a workers compensation claim during the period 1 April 2005 to 31 March 2006.

Table 38: Total Number of Days Lost Due to Workers Compensation Claims, 1 April 2005 to 31 March 2006

	No of Days
Total University	382

Summary

382 days were lost due to 22 lost time workers compensation claims and represents an increase of 6 days for the same period in 2005 (1.6% increase). The increase in lost time days in the 2006 reporting period can be mainly attributed to one claim that was lodged for a stress related illness that has to date resulted in 183 days lost time. This claim represents 48% of the total days lost for the reporting period.

Trend

Total Number of Days Lost due to Workers Compensation Claims	2004	2005	2006
Total University	351	376	382

Benchmarking

Refer to benchmarking data under 1.4 Incidence Rate, 1.5 Frequency Rate and 1.6 Average Time Lost Rate.

1.3 TOTAL COST OF CLAIMS

Description

The total cost of claims registered across the University for the reporting period 1 April 2005 to 31 March 2006 is shown in Table 39.

Table 39: Total Cost of Workers Compensation Claims, 1 April 2005 to 31 March 2006

	Total Cost
Total University	\$143,911

Summary

The total cost of workers compensation claims registered for the reporting period is \$143,911. A significant proportion of this cost is due to four claims lodged during the reporting period. These four claims to date have contributed to \$74,830 of the total cost for claims. The cost of these four claims to date represents 52% of the total cost to injuries/illnesses registered in the reporting period.

Trend

Total Cost of Claims	2004	2005	2006
Total University	\$105,850	\$125,247	\$143,911

The total cost of claims over the period has increased by \$18,664 representing a 14.9% increase in costs. The main types of injuries that have attributed to the greatest amount in the total cost during the reporting period are stress, repetitive strain injuries and manual handling.

Benchmarking

No data available.

1.4 INCIDENCE RATE

Description

The average time lost rate shown in Table 40 is the average time lost per incident of injury/illness for the reporting period. This average time lost rate provides a measure of the severity of incidents being experienced by the University.

The incidence rate is calculated as:

$$\frac{\text{Number of Incidents in the Period}}{\text{Number of Staff (Headcount, excluding casuals)}} \times 100$$

The 'number of incidences in the period' refers to all cases of lost-time injury/illness which were recorded in the period.

Table 40: Incidence Rate, 1 April 2005 to 31 March 2006

	Incidence Rate
Total University	0.96

Summary

The data indicates that there is marginally less than one workers compensation claim for every 100 staff members. The goal of the University through OHSW Services will be to further improve this incidence rate during the next reporting period.

Trend

Incidence Rate	2004	2005	2006
Total University	0.99	0.99	0.96

There has been a minor decrease in the incidence rate over the three year period. This indicates that the number of incidents involving lost time injury/illness has not changed in real terms in relation to the total number of staff.

The University's stabilized performance may be attributed to continuous improvement in OHS&W practices across the University and the increased awareness of staff by completing a range of online OHS&W learning programs.

Benchmarking

The Mercer Human Resources Effectiveness Monitor 2005 reports the average lost time occurrence incidence rate for organisations with more than 1000 staff as 1.6. The Australian Universities HR Benchmarking Program reports incidence rate of 0.92%, using a sample of 21 Universities.

1.5 FREQUENCY RATE

Description

The frequency rate shown in Table 41 is the number of incidents of injury/illness for each one million hours worked.

The frequency rate is calculated as:

$$\frac{\text{Number of Incidents in the Period}}{\text{Number of Hours Worked in the Period}} \times 1,000,000$$

The 'number of incidents in the period' refers to all cases of lost-time injury/illness which were recorded in the period.

The 'number of hours worked in the period' refers to the total number of hours worked by all staff in the University.

Table 41: Frequency Rate, 1 April 2005 to 31 March 2006

	Frequency Rate
Total University	5.3

Summary

This data indicates that just over 5.3 workers compensation claims occur for each one million hours worked.

The goal of the University is to achieve a further 5% reduction in the frequency rate of claims over the next reporting period.

Trend

Frequency Rate	2004	2005	2006
Total University	5.07	5.06	5.3

The frequency rate has increased slightly since 2005.

Benchmarking

The Mercer Human Resources Effectiveness Monitor 2005 reports the lost time occurrence frequency rate for organisations with more than 1000 staff as 45.7 and all Australian industries as 36.3 (this includes manufacturing industries). The University data of 5.3 shows that the incidence rate is significantly lower than the average.

1.6 AVERAGE TIME LOST RATE

Description

The average time lost rate shown in Table 42 is the average time lost per incident of injury/illness. For the purposes of this calculation an upper limit of 12 months of work is assigned. This rate provides a measure of the severity of the incidents being experienced by the University.

The average time lost rate is calculated as:

$$\frac{\text{Number of Working Days Lost}}{\text{Number of lost time OH\&S Incidents in the Period}}$$

The 'number of working days lost' refers to the total number of working days, irrespective of the number of hours that would normally have been worked each day, that were lost as a result of the injury/illness.

Table 42: Average Time Lost Rate, 1 April 2005 to 31 March 2006

	Average Time Lost Rate (days)
Total University	17.36

Summary

The data indicates that each accepted lost time claim recorded, resulted in an average of 17.36 days lost time. This represents an overall increase of 1.6% when compared to 2005.

The goal of the University is to decrease the average time lost per workers compensation claim to less than 16 lost time days during the next reporting period.

The average time lost of over 17 days per claim is largely due to 5 claims that were registered in the reporting period, which so far have contributed to 311 lost time days. Evaluating the average time lost rate excluding these claims, results in an average time lost rate of 4.17 days.

Trend

Average Time Lost Rate (days)	2004	2005	2006
Total University	15.9	17.09	17.36

There has been an increase in the average time lost rate over the reporting period. This indicates that the average time lost for all workers compensation claims has risen slightly in real terms.

Benchmarking

The Mercer Human Resources Effectiveness Monitor 2005 reports the average lost time rate for organisations with more than 1000 staff as 15.6 days and the all Australian industries (includes manufacturing industries) average is 15.7 days.

The Australian Universities HR Benchmarking Program reports the 2005 average time lost rate, using a sample of 20 Universities, to be 22 days.

PART C: ANALYSIS OF THE AGE PROFILE OF UNISA

Population and workforce ageing are shaping the future of organisations and understanding what an ageing population will mean for business is complex.

The material contained within this section of the Annual Workforce Profile Report was compiled from the Strategic Age Management Series, hosted by the Australian Human Resources Institute and presented by Professor Louise Rolland from Business Work & Ageing (BWA), Swinburne University of Technology.

“Increasing the number of people aged 50 years and over who are actively participating in work will do more to secure labour supply than increasing levels of migration. Active management practices will be needed to keep people engaged with work and ensure they are skilled and productive into later life.” Louise Rolland.

The data presented in this Section is for the period 1 April 2005 to 31 March 2006. It is anticipated that, over time, the Age Profile section of this report will be broadened to include areas such as training and mobility.

1. AGE

1.1 BACKGROUND

The demographic profile of Australia is shifting and it is predicted that by the middle of this century half the population will be aged over 45 years. According to the Australian Bureau of Statistics (ABS), the median age of the Australian population (the age at which half the population is older and half is younger) has increased by 6 years over the past 20 years, from 30.2 years in 1983 to 36.1 years in 2003. Of all the states, South Australia has the highest median age at 38.2 years (ABS, *Year Book Australia 2005*).

This rapid ageing of the population is the combined result of increasing life expectancy and sustained low fertility. Life expectancy has risen by 20 years over the last eight decades, and the fertility rate has decreased from 3.3 children being born to each woman in the 1960s to less than 1.8 in 2004 (refer to Figure 10 on the next page).

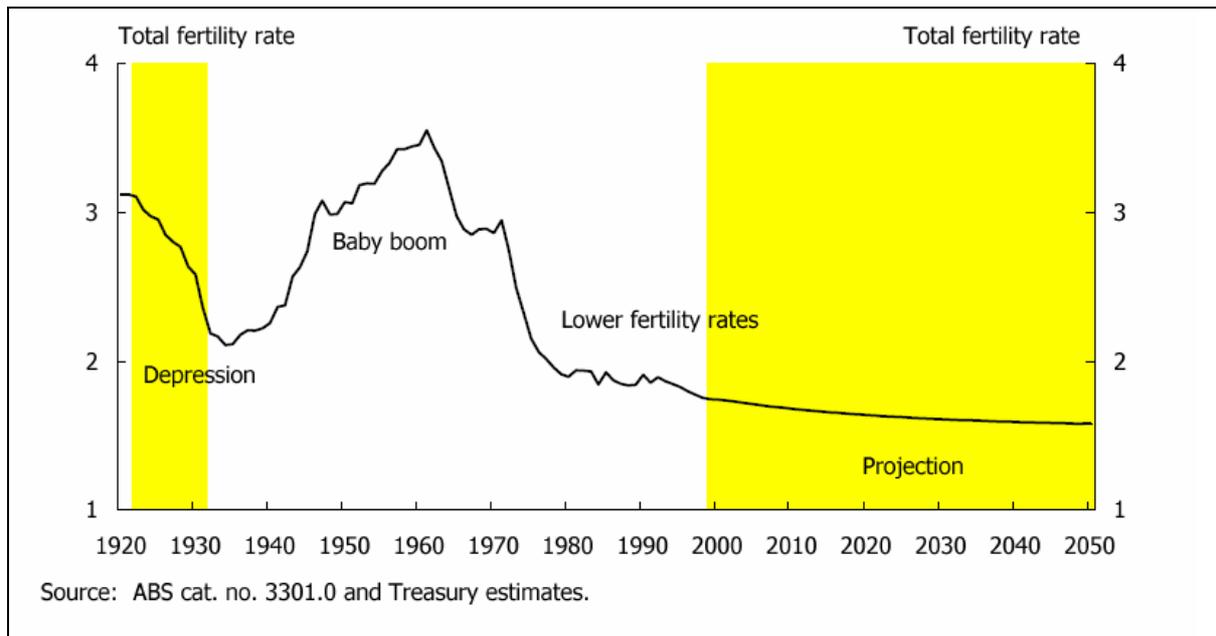
The declining fertility rate has resulted in proportionally fewer children in the population. Between 1960 and 1961, the number of people in the 15-24 years of age cohort increased by approximately 67,000. Between 2000 and 2001 however, this age cohort increased by only 25,000. Looking forward another 40 years, growth will slow even further to approximately 11,000 people.

These shifting demographics will have a marked effect on the future supply of labour. Currently the Australian workforce increases by 170,000 per annum but Access Economics projections predict that the workforce will increase by only 125,000 for the whole decade 2020.

In addition, between 2011 and 2030, the generation born between 1946 and 1965, known as the “baby boomers” will turn 65 years old. The large number of people due to retire from the workforce over the next 20 years brings the possibility of a shortage of labour to meet future demands (ABS, *Year Book Australia 2005*).

These figures form a backdrop to the unprecedented ageing of the workforce, where for every new young person entering the labour market today, there are seven people aged 45 and over available. As Australia's population continues to age, organisations will be forced to embrace older workers and to consider the impact of ageing on their products and services if they are to secure a continuing supply of skilled labour and profit from the opportunities presented by major changes in consumer needs and demands.

Figure 10: Total Fertility Rate



1.2 UNISA's AGE PROFILE

According to the ABS, the education industry employs the highest proportion of mature age workers, with 47% of people employed in this industry aged 45-64 years (*ABS, Year Book Australia 2005*). UniSA's age profile is consistent with this finding, which is not surprising given that a large proportion of staff are employed in academic teaching and would tend to be in the over 45 years age brackets.

The median age of UniSA staff is 46 years, with a slight difference between males and females (47 and 45 years respectively). Academic staff have a higher median age (49 years) than general staff (42 years). There is a slight gender difference in the median age of male and female general staff (43 and 41 years respectively) and a slight difference exists between male and female academics (50 and 48 years respectively).

Table 43: Median Age of General and Academic Staff by Gender as at 31 March 2006

	Median Age		
	Male	Female	Uni-Wide
Academic	50	48	49
General	43	41	42
University-wide	47	45	46

As shown in Table 44 (over page), the highest proportion of UniSA staff are in the 45-54 age group (29.9%), followed closely by the 35-44 age group (28.0%). The proportion of UniSA's workforce in the 35 years and older age group (78.1%) is slightly higher than the average for all Australian universities (76.6%) and significantly higher than for all industries as a whole. Fifty-eight per cent of all academic staff are in the 45 years and over age categories, compared with 40% of general staff.

With the changing face of the labour market, i.e. for every young person entering the labour market today, there are seven people aged 45 years and over, the University could focus on attracting and retaining staff in the 45 years and over age category in order to address the labour market shortage

UniSA has family friendly and flexible work arrangements which are attractive to this age group and should assist in retaining them in the workforce. UniSA was recently recognised for its family friendly and flexible work environment by winning the national gold award as Public Sector Employer of the Year at the 2005 Australian Council of Commerce and Industry and Business Council of Australia National Work and Family Awards.

However, better promotion of these benefits will also assist in attracting the age groups that comprise the largest resource pool in the employment market. Access to candidates within this age group will become more and more competitive, particularly in the tertiary sector.

Table 44: Age of Staff Compared to Australian Population and Broader Workforce

Persons	Percentage of staff in each age group				
	15 - 24	25 - 34	35 - 44	45 - 54	55+
Division: Business	5.9%	20.4%	27.5%	26.0%	20.1%
Division: Education, Arts & Social Sciences	2.2%	11.6%	22.9%	34.3%	29.0%
Division: Health Sciences	4.5%	17.6%	29.2%	31.2%	17.6%
Division: Information Technology, Engineering & the Environment	3.1%	17.2%	26.7%	27.6%	25.5%
Chancellery	5.1%	28.2%	23.1%	25.6%	17.9%
Portfolio: Academic	2.3%	17.9%	31.6%	32.9%	15.3%
Portfolio: Finance & Resources	1.3%	20.0%	34.0%	30.7%	14.0%
Portfolio: International & Development	7.3%	34.1%	25.6%	24.4%	8.5%
Portfolio: Organisational Strategy & Change	5.9%	19.7%	28.7%	28.2%	17.6%
Portfolio: Research & Innovation	0.8%	27.7%	33.1%	24.6%	13.8%
Total UniSA	3.5%	18.4%	28.0%	29.9%	20.2%
Australian Universities	3.2%	20.1%	26.8%	30.4%	19.4%
All Industries	16.8%	23.5%	25.4%	22.5%	11.7%
Current Population Age Profile for Australia	18.5%	19.5%	19.7%	17.2%	25.1%

* Australian Bureau of Statistics population projections

Trend

University	2003	2004	2005
Academic Median Age	48	48	49
General Median Age	42	42	42
University-wide Median Age	44	45	46

The median age of the University's academic workforce has increased slightly over the past year to 49 years and the median age of the general staff workforce has remained constant at 42 years.

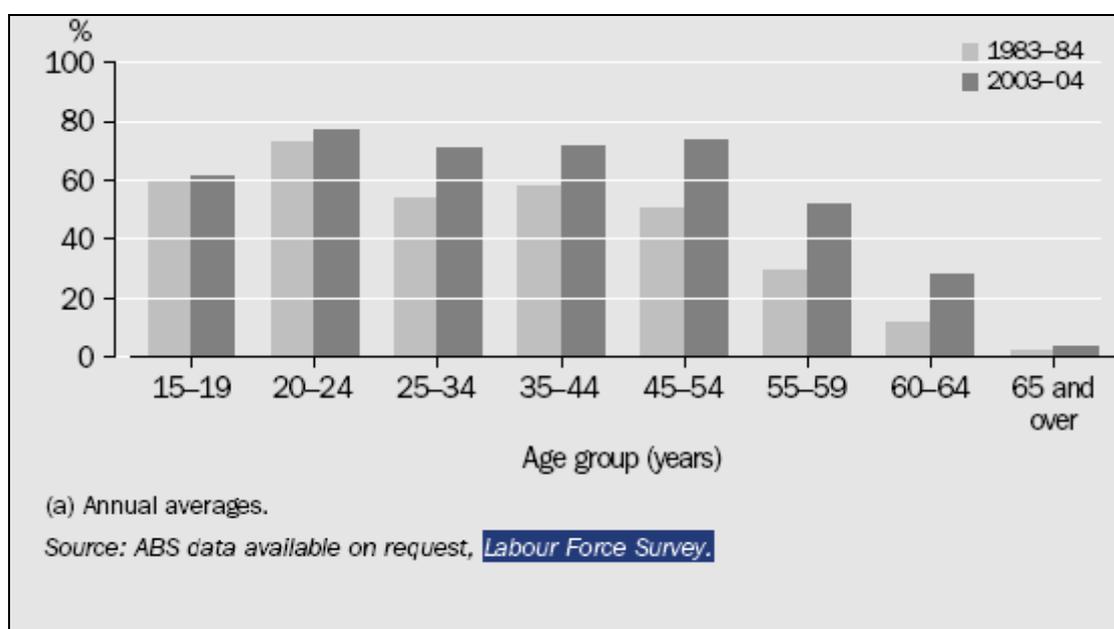
1.3 AGE AND GENDER

Background

Over the last 20 years, the overall labour force participation rate in Australia has increased from 60.5% in 1983-84 to 63.5% in 2003-04. This has been driven by the increased labour force participation rate for women, which has risen from 45.0% in 1983-84 to 55.6% in 2003-04 (ABS, *Year Book Australia 2005*). The increase in participation reflects a range of social changes, including the greater acceptance of and more opportunities for women in the workforce.

Figure 11 illustrates the increased participation rate for women in the workforce, particularly in the 25 years and over age groups. There has been a marked increase in participation in the 25-34 age group, however the largest increase has been in the 45-54 and the 55-59 age groups, suggesting that many women re-enter the workforce when their children have grown up.

Figure 11: Labour Force Participation by Women, 1983-84 and 2003-04 Compared



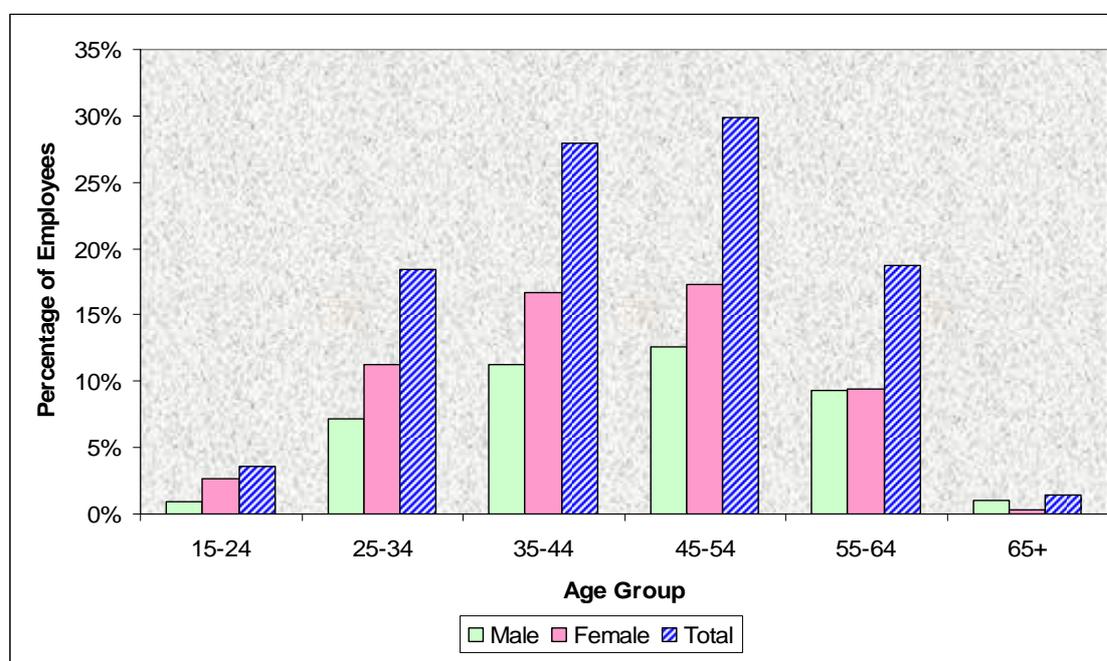
Compared to other OECD countries Australia has had one of the more highly segregated labour forces. In 1998 approximately half of female staff in their main job worked in the clerical, sales and service groups of occupations, and substantially outnumbered men in these areas. In contrast, the trades, production and transport occupations, including labourers (which covered 47% of male staff) were largely dominated by men. Less than one quarter of managers and administrators were women. (ABS, *Australian Social Trends 1998, Paid Work: Trends in Women's Employment*).

Ageing and Gender at UniSA

Table 45: Number of Staff by Age and Gender (headcount)

Age Group	Gender		
	Male	Female	Persons
15 to 24	20	61	81
25 to 34	163	258	421
35 to 44	258	382	640
45 to 54	288	396	684
55 to 64	213	216	429
65+	24	8	32
Totals	966	1321	2287

Figure 12: Percentage of Staff by Age and Gender



In examining Table 45, it can be seen that there are more women than men in UniSA's workforce. Of the 2287 people employed in continuing and fixed-term positions at UniSA, 57.8% are female. This representation is higher than the average for all Australian universities at 52.7%, and is higher than the Australian workforce profile where women represent 45% of the workforce.

Distribution of women across the age groups within UniSA is fairly evenly represented in the under 44 years age groups and the 45 years and above age groups with 53% and 47% respectively.

The breakdown of UniSA's workforce by academic and general staff is very different, as shown in Table 46 and Figures 13 and 14 on the following pages.

Table 46: Academic and General Staff by Age and Gender (headcount)

Academic					
Age Group	Male	Female	Total	Male	Female
15-24		7	7	0.0%	100.0%
25-34	67	57	124	54.0%	46.0%
35-44	130	124	254	51.2%	48.8%
45-54	164	171	335	49.0%	51.0%
55-64	158	108	266	59.4%	40.6%
65+	20	6	26	76.9%	23.1%
Uni Wide	539	473	1012	53.3%	46.7%

General					
Age Group	Male	Female	Total	Male	Female
15-24	20	54	74	27.0%	73.0%
25-34	96	201	297	32.3%	67.7%
35-44	128	258	386	33.2%	66.8%
45-54	124	225	349	35.5%	64.5%
55-64	55	108	163	33.7%	66.3%
65+	4	2	6	66.7%	33.3%
Uni Wide	427	848	1275	33.5%	66.5%

Men make up 53.3% of the academic staff members and women are outnumbered by men in all age categories for academic staff, except in the 45-54 age group where there are slightly more women than men. The academic male staff representation rate is proportionate with the Australian workforce profile.

Improved participation of women in the academic workforce could be used to offset future labour and skill supply issues.

Women make up 66.5% of general staff and outnumber men in all age categories.

In Australia, women still substantially outnumber men in the clerical group of occupations. This is reflected in UniSA statistics shown above. However, this statistic should be investigated further when looking at classifications (see Section 1.4).

Figure 13: Academic Staff by Age and Gender

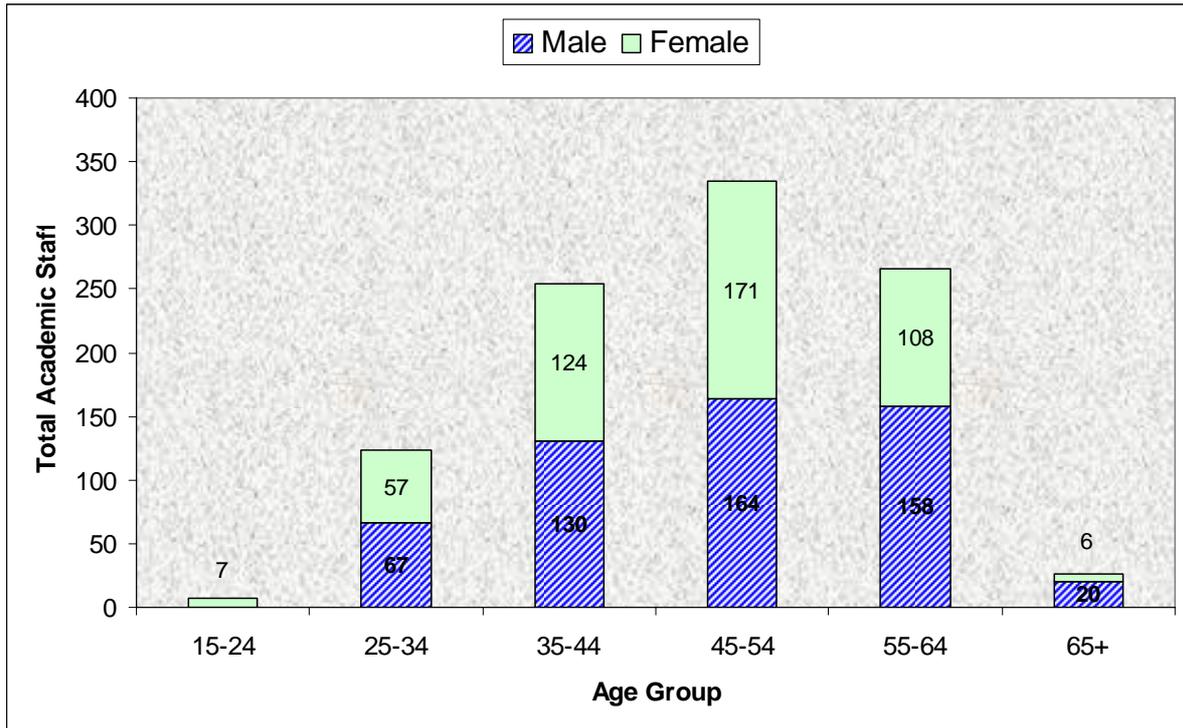
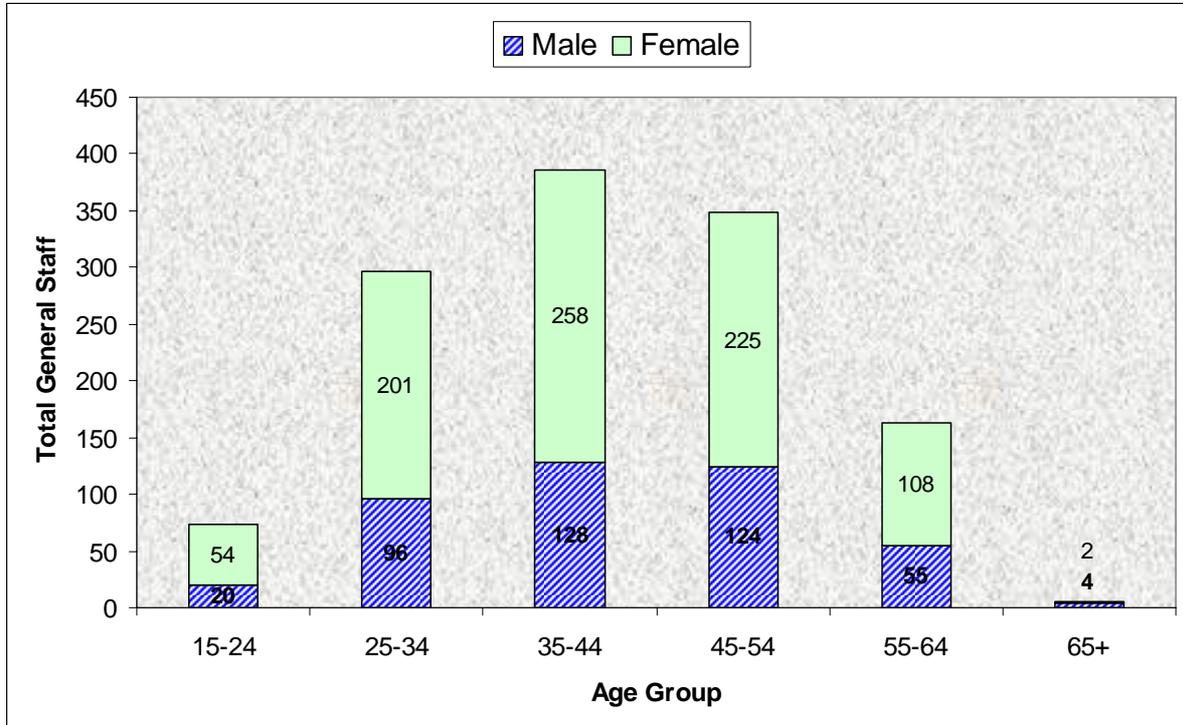


Figure 14: General Staff by Age and Gender



1.4 CLASSIFICATION

Background

The requirements of the Australian workforce have undergone a fundamental change in recent decades. Demand for low and semi-skilled workers has declined as a result of both technological advancement and the professionalisation of occupations that are increasingly seeking staff with improved skill sets. Yet, gender and age continue to determine the occupational field of staff.

Men dominate management positions, with older staff (over 45 years) more likely to take on generalist management roles (48%), and younger employees (under 45 years) more likely to take on supervisory and specialist roles (45% and 42% respectively).

Women dominate intermediate to elementary service, sales and clerical roles, with 97% of all secretaries and personal assistants and 70% of intermediate service workers being female. A large proportion of older women (over 45 years) are in intermediate to advanced clerical and service work positions, while younger women are more likely to be in elementary to intermediate positions (*ABS Labour Force Survey, August Quarter 2003*).

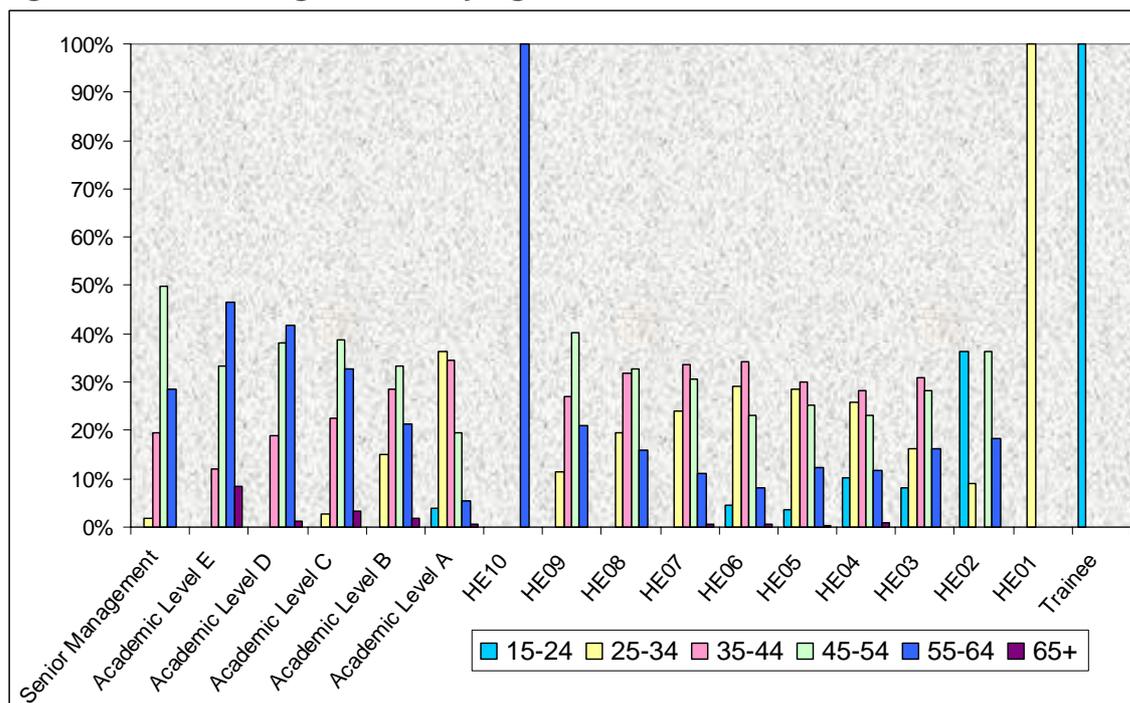
Ageing and Classification at UniSA

In the following tables and figures senior management is defined as members of the Senior Management Group (SMG), Unit Directors, Division Managers and Directors of Research Institutes.

Table 47: Classification by Age of Staff (headcount)

Classification Level	Age Group						Total
	15 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65+	
Senior Management		1	11	28	16		56
Academic Level E			10	28	39	7	84
Academic Level D			16	32	35	1	84
Academic Level C		9	72	124	105	11	321
Academic Level B		48	91	106	68	6	319
Academic Level A	7	67	64	36	10	1	185
HE10					1		1
HE09		6	14	21	11		52
HE08		22	36	37	18		113
HE07		39	55	50	18	1	163
HE06	9	57	67	45	16	1	195
HE05	8	65	68	57	28	1	227
HE04	31	79	87	71	36	3	307
HE03	13	26	49	45	26		159
HE02	4	1		4	2		11
HE01		1					1
Trainee	9						9
Totals	81	421	640	684	429	32	2287

Figure 15: Percentage of Staff by Age and Classification



Senior management positions are predominantly held by individuals in the 45 to 64 age brackets with a small percentage below 35. Staff in the 15 to 24 age bracket are predominately at the more junior levels with a small percentage of representation at academic level A and HE06. It is interesting to note that the 25 to 34 age group is represented in all classification categories except the more senior academic levels D and E and HEO10. The 35 to 44 age group is represented at all levels from HE03 upward, except for HEO10. Analysis of this data presents no particular implications for UniSA.

1.5 DIVISION AND PORTFOLIO

Background

So far this report has looked at data at the organisational level only. The next section breaks down the structure of age by Division and Portfolio. This provides a high level view of the variability of the distribution of age compared to the University's workforce, the broader workforce and the Australian population.

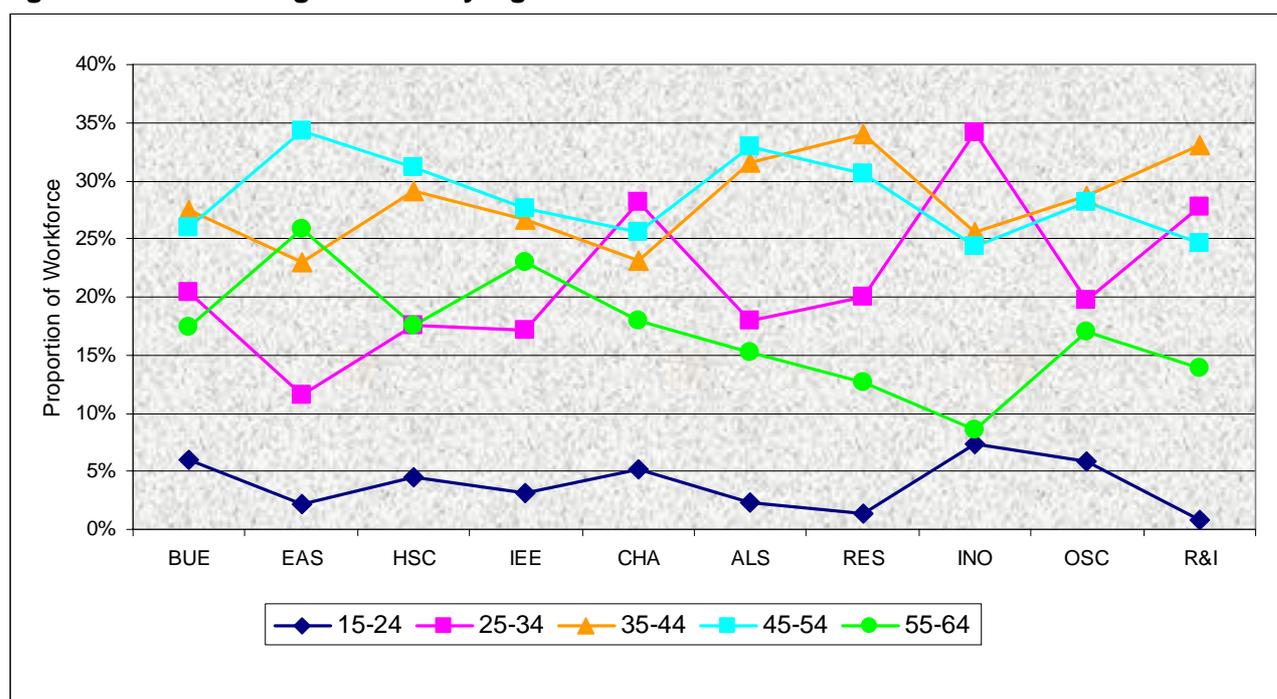
The Division/Portfolio view is important as age-related trends are likely to alter across Division and Portfolio, requiring different strategies to address the divergence of priorities. Data will need careful consideration at the local level, particularly if there are small numbers represented. Future reports will endeavour to break down these statistics by Research Institutes and Units.

Ageing and Division/Portfolio at UniSA

Table 48: Age by Division/Portfolio

Age Group	Business	EASS	Health Sciences	ITEE	Chanc	Academic	Fin & Res	Int & Dev	OSC	Research & Inn	Total
15-24	16	10	16	10	2	7	2	6	11	1	81
25-34	55	52	62	56	11	54	30	28	37	36	421
35-44	74	103	103	87	9	95	51	21	54	43	640
45-54	70	154	110	90	10	99	46	20	53	32	684
55-64	47	116	62	75	7	46	19	7	32	18	429
65+	7	14		8			2		1		32
Total	269	449	353	326	39	301	150	82	188	130	2287

Figure 16: Percentage of Staff by Age and Division/Portfolio



Overall the Division of Education, Arts & Social Sciences (EASS) has the largest proportion of staff in the 45 years and over age categories and the least in the under 35 years age categories. The Division also has the greatest “years of service” amongst its staff which would attribute to the older profile.

Not surprisingly, the Portfolio: International and Development which incorporates the Marketing Development Unit has the highest percentage of staff under the age of 35.

2. RECRUITMENT

2.1 BACKGROUND

In Australia, literature suggests that the recruitment process is the most overt point in employment for 'age discrimination' to occur (Vic, SA and WA, 2001; Bennington, 2001). Work by Reark Research (1994) indicates that recruitment decisions are made at two levels. Firstly, the applicant is evaluated on ability and competence to perform the job, taking education and experience into consideration. Secondly, at a subconscious level, the applicant's capacity to fit in the organisation is assessed taking ambition, productivity, commitment and personal characteristics, such as family status, into account.

A survey conducted by the Social Policy Research Centre (SPRC) at the University of New South Wales in 2000, asked 1006 businesses in high growth industries to comment on the reasons candidates aged 45 years and over were unsuccessful with their job applications. The three main reasons stated were "because they did not hold current skills, they lack relevant technical experience and that they would not 'fit in' to the business".

BWA's analysis however, shows that recruiting an employee who is over the age of 45 can produce a saving of \$1424 compared to recruiting a younger employee.

2.2 AGEING AND RECRUITMENT AT UNISA

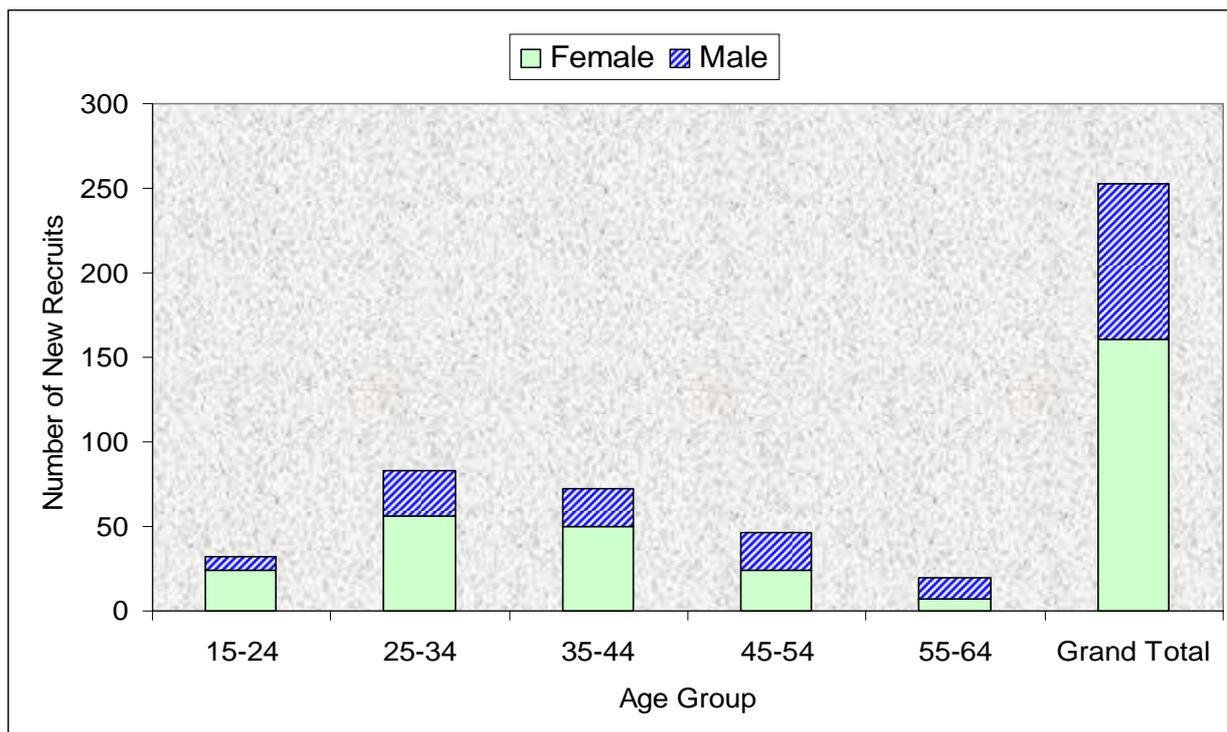
Overall, new recruits at UniSA are predominately in the 25 to 34 age group with strong representation in the 35 to 44 and 45 to 54 age brackets.

Table 49: Recruitment by Age, Gender and Award, 1 April 2005 to 31 March 2006

		Age (Years)						Total
		15-24	25-34	35-44	45-54	55-64	65+	
Academic	Women	4	14	21	11	6	0	56
	Men	0	11	11	11	9	0	42
Academic Total		4	25	32	22	15	0	98
General	Women	20	42	29	13	1	0	105
	Men	8	16	11	11	4	0	50
General Total		28	58	40	24	5	0	155
Grand Total		32	83	72	46	20	0	253

Women make up majority of new recruits, representing 63.6% of total recruits. This compares to the University's gender profile, where women make up 57.8% of total staff numbers. Women dominate in all age groups, except for the 55-64 age group.

Figure 17: Age and Gender of New Recruits, 1 April 2005 to 31 March 2006



Figures 18 and 19 (over page) show academic recruits looking at gender and classification, by age.

Women are being recruited in academic areas at a greater rate than men, particularly at the lower academic levels. Over the last 12 months, there were more female than male academic recruits with 56 women and 42 men. This represents 57% of all academic recruits being female. This is opposite to the current male/female representation in academic areas where 53.3% of academic staff are male and 46.7% are female.

Most new academic recruits were at academic level A, where there were almost three times as many women as men recruited at this level (28 women and 10 men). The gender split for academic level B, C and D was fairly even (level B, 15 women and 16 men; level C, 6 women and 7 men; level D, 3 men and 2 women). However, there were twice as many men recruited at academic level E than women (3 women and 7 men). This is a concerning statistic but it may be due to the pool of candidates being predominately male. The HRU does not have candidate data to be able to analyse this issue further.

Male recruits were evenly distributed between the 25 to 34, 35 to 44 and 45 to 54 age groups as are total staff recruits. Women were predominately recruited in the 35 to 44 age group and were split evenly in the 25-34 and 45-54 age groups.

Figure 18: Academic Staff Recruits by Gender and Age, 1 April 2005 to 31 March 2006

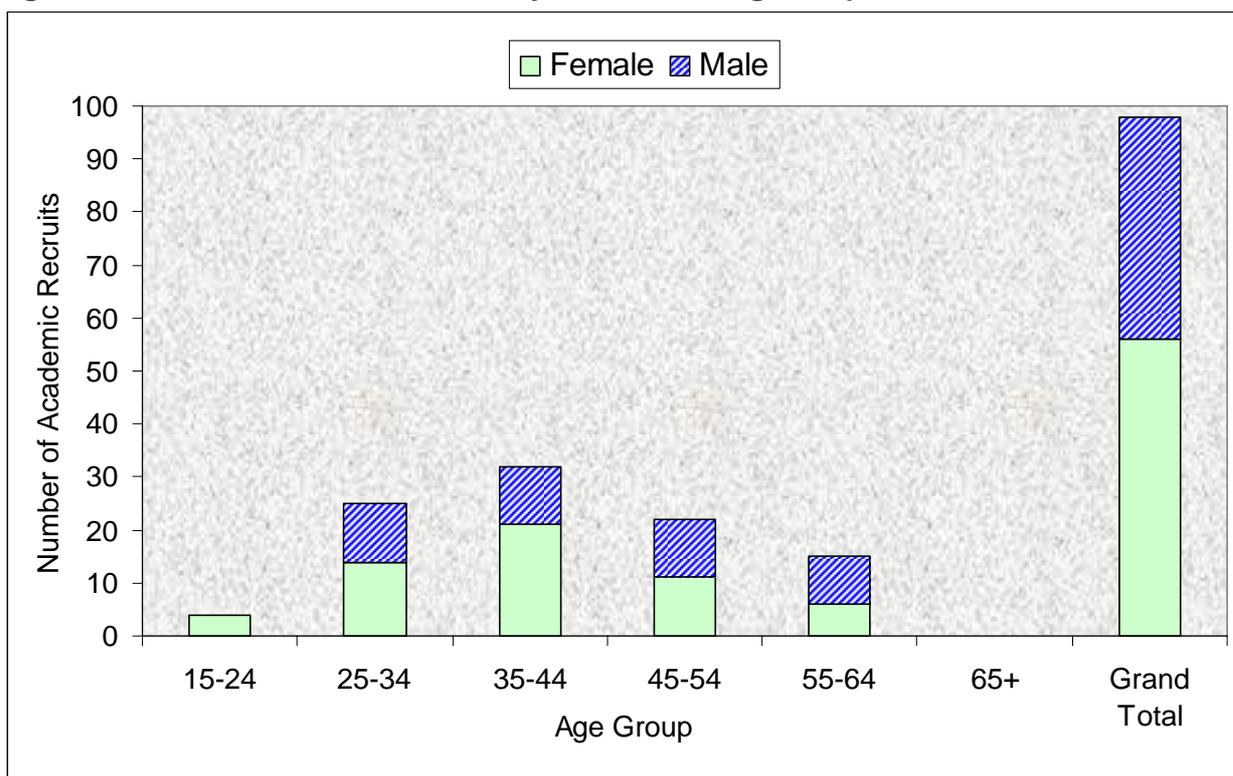
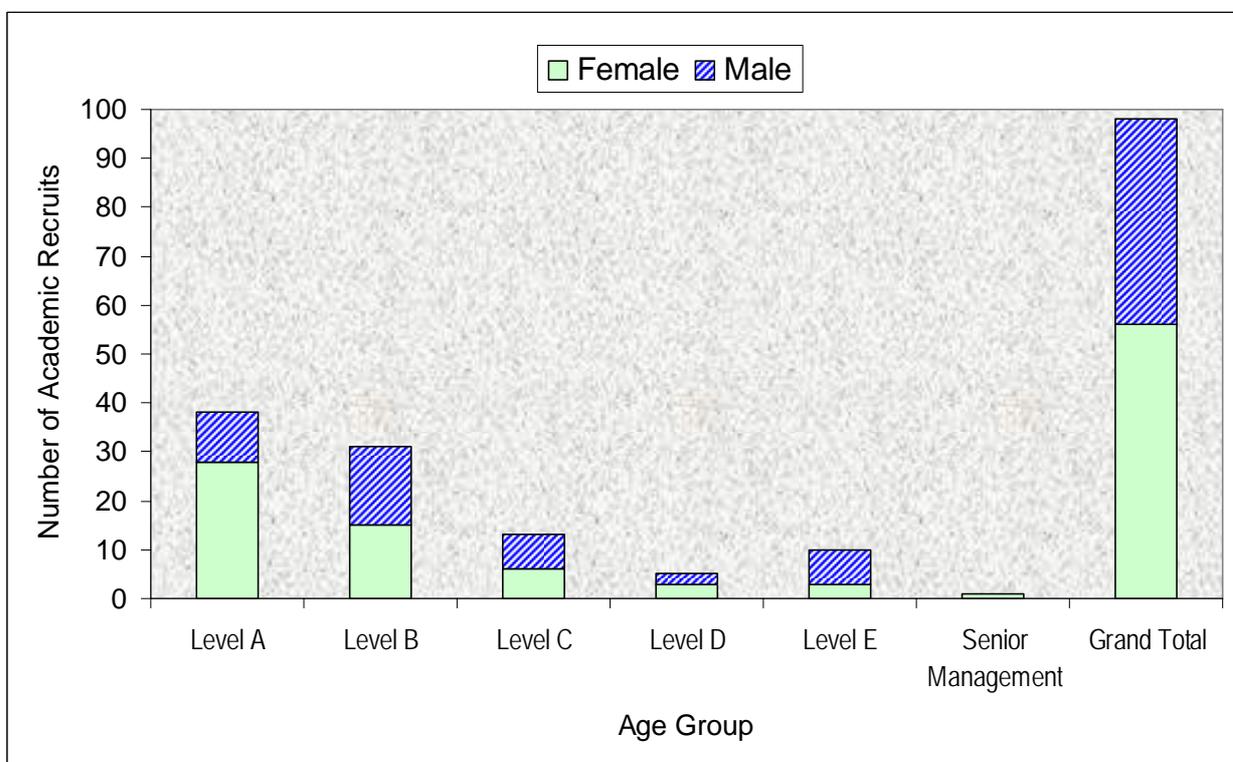


Figure 19: Academic Staff Recruits by Gender and Classification, 1 April 2005 to 31 March 2006



Figures 20 and 21 look at the recruiting profile for general staff. Women make up 68% of general staff recruitments. They dominate in numbers for all age groups (except for the 55-64 years age group) and all classifications (except for HEO9 and senior management). This is of some concern, but as with academic staff recruits this could be due to the pool of candidates being predominately female at the lower levels, with more men in the candidate pool at HEO9 and above. The HRU does not have sufficient data to analyse this.

Significant work has been done in order to attract more women and this has been very successful in the general staff areas. However, addressing future staff supply shortages in general staff positions could be addressed through endeavouring to attract males into these roles to create a more equitable balance.

Overall most new recruits have been in the 25 to 34 age group which is an interesting statistic considering the candidate pool in that age category is smaller than the two older categories. The next most common age category for general staff recruits is in the 35-44 age category, followed by the 15-24 group. However this data cannot be further analysed without additional candidate information.

It would be useful to gather candidate demographics, i.e. gender and age group, to help understand the candidate pools and whether this directly impacts on the gender balance of recruits, or whether there are other underlying reasons.

The HRU are currently reviewing recruitment practices and processes and the above comments will be taken into consideration in that review.

Figure 20: General Staff Recruits by Gender and Age, 1 April 2005 to 31 March 2006

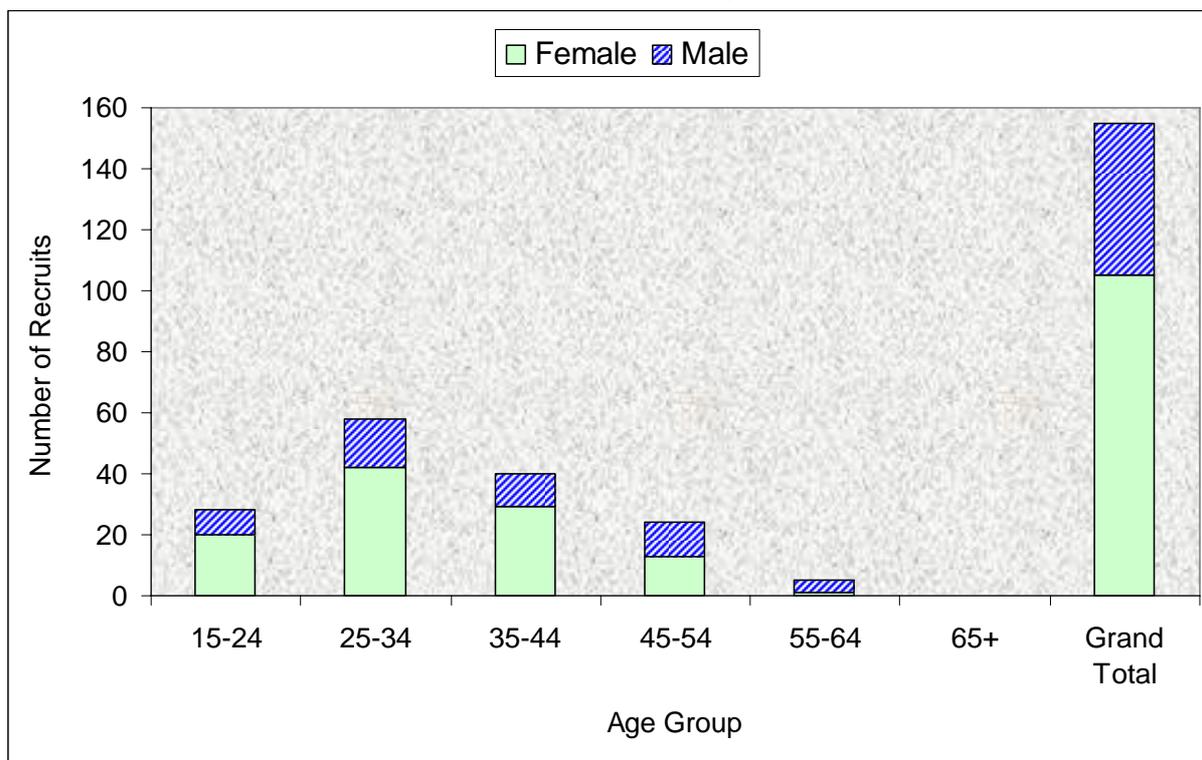
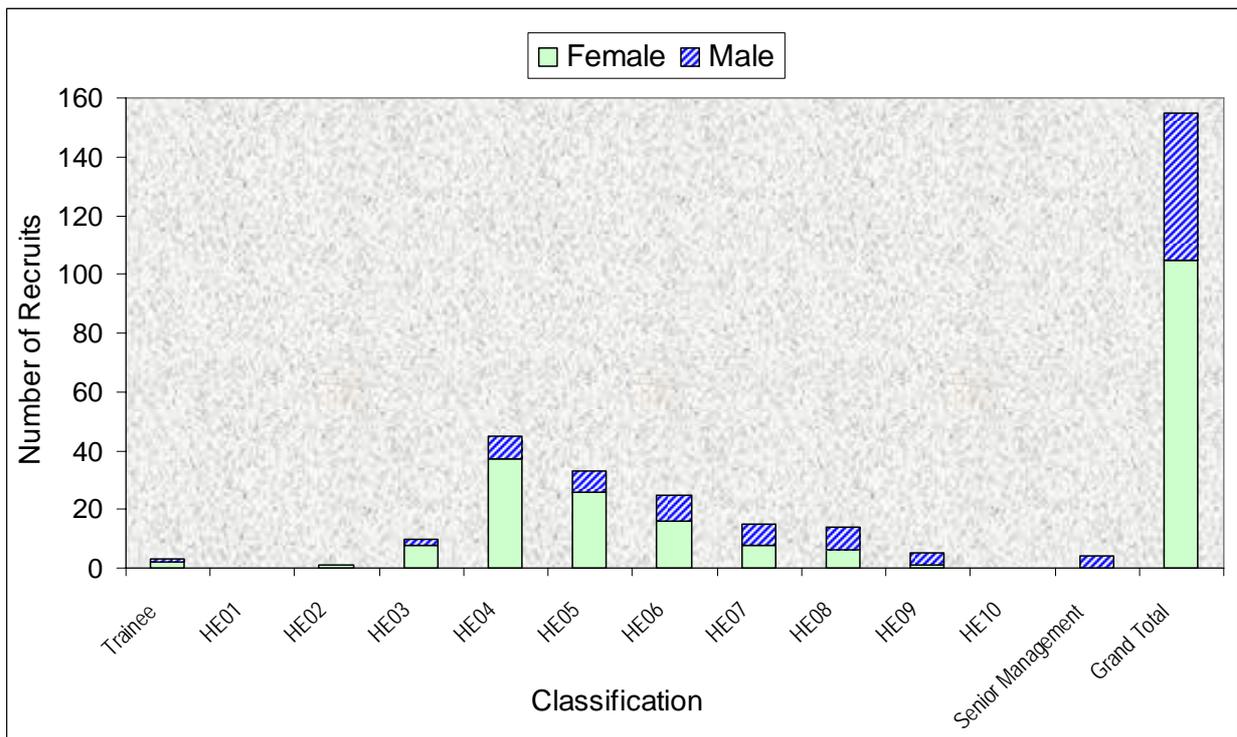


Figure 21: General Staff Recruits by Gender and Classification, 1 April 2005 to 31 March 2006



3. EXITS

3.1 BACKGROUND

A commonly held stereotype of older workers is that they are more likely to leave their employment earlier than younger workers as they intend to retire. In fact, older workers are most likely to have left employment involuntarily, for example, through retrenchment. BWA analysis of ABS labour mobility data has demonstrated that older workers are 2.6 times less likely to have left their jobs in the preceding 12 months than younger workers. Overseas research has shown that companies which suffer from high turnover, especially in retail and administrative positions, have found that mature staff offer stability. As a result, some companies such as the United Kingdom supermarket chain Sainsbury have begun targeting recruitment programs to mature people, as have the Westpac Banking Corporation in Australia.

Factors which may inhibit the retention of older workers include: lack of functional flexibility, occupational health and safety risks and questions about whether the older workforce can adapt to new information technology. Retention of older workers can be facilitated through 'whole-of-workforce approaches' which involve strategic deployment of older workers, training, career development, job design and occupational health and safety policies.

'Reconversion' has been suggested as a strategy for retaining older workers. This involves the adaptation of jobs and working conditions to meet individual limits. Reconversion solutions enable a worker to be retained in a position that is linked to their previous activity.

3.2 AGEING AND RETENTION AT UNISA

Data on exits include both voluntary and involuntary exits. Voluntary exits represent the number of staff (headcount) who initiated termination of employment and includes resignation, voluntary redundancy and retirement. Involuntary exits are defined as employer-initiated terminations of employment and includes redundancy, dismissal and employment not continuing after probation. This also includes expiration of fixed-term contract employment.

Table 50: Involuntary and Voluntary Exits, by Age, Gender and Academic/General, 1 April 2005 to 31 March 2006

			Age (Years)						Total
			15-24	25-34	35-44	45-54	55-64	65+	
Involuntary Exits	Women	Academic		11	4	3	3		21
		General	4	2	4	4	3		17
	Women Total		4	13	8	7	6		38
	Men	Academic		3	8	4	4	1	20
		General	1	3	2	1			7
	Men Total		1	6	10	5	4	1	27
Involuntary Total			5	19	18	12	10	1	65
Voluntary Exits	Women	Academic		3	5	3	7	1	19
		General	9	24	19	30	12	1	95
	Women Total		9	27	24	33	19	2	114
	Men	Academic		10	11	6	13	2	42
		General	3	12	18	22	12	2	69
	Men Total		3	22	29	28	25	4	111
Voluntary Total			12	49	53	61	44	6	225
Grand Total			17	68	71	73	54	7	290

Table 50 shows that for the period 1 April 2005 to 31 March 2006 there were a total of 290 exits (including both involuntary and voluntary separations). The total number of women leaving the organisation was 152 compared with 138 men. The total number of female academic staff leaving the organisation was 40, representing 39.2% of academic staff separations. This is considerably lower than the proportion of female academic staff within the University (47%).

Total voluntary exits comprised 225, of these 61 were academics and 164 were general staff. There was almost an equal split between men (111) and women (114) of all voluntary exits.

As shown in Figure 22, the size of the age group has an influence on the pattern of job exit, with the level of exits generally being highest for the largest age groups.

Figure 22: Exit by Age

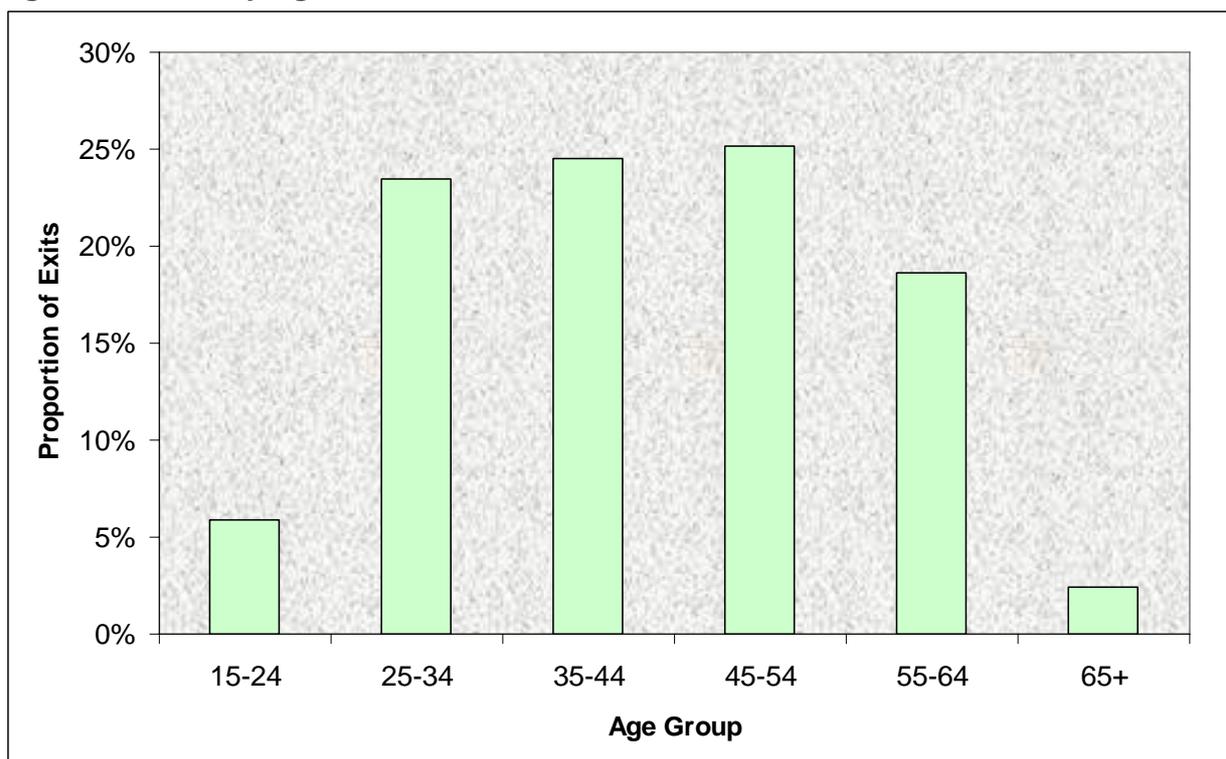
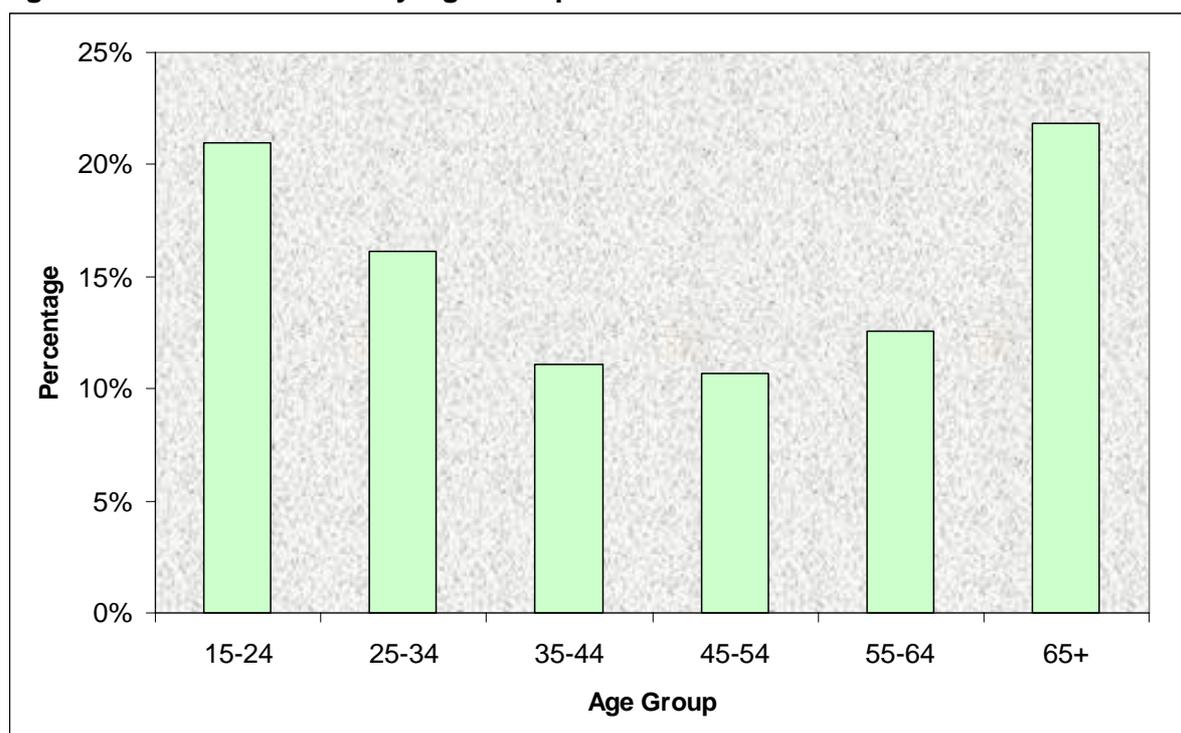


Figure 23 on the next page illustrates the annual attrition rate by each age group. This rate is calculated as follows:

$$\frac{\text{number of people leaving in the age group}}{\text{total number of people in that age group}} \times 100$$

When looking at the turnover rate within each age group the largest percentage of exits are in the 65+ range which is to be expected due to retirement. However the second and third highest rate of turnover is in the youngest age groups.

Figure 23: Staff Turnover by Age Group



It is important to analyse turnover data and compare the number of voluntary exits, i.e. resignation, retirement and voluntary redundancy, with the number of recruits in each age group.

Table 51: Age by Voluntary Exits and Recruits

Age Group	Voluntary Exits	Recruits
15 to 24	12	32
25 to 34	49	83
35 to 44	53	72
45 to 54	61	46
55 to 64	44	20
65+	6	0
Totals	225	253

The above analysis shows that the University is currently recruiting more people than it is losing through voluntary exits, particularly in the younger age groups. The only age groups where the reverse is true is in the 55-64 and 65+ age groups. It would be reasonable to assume that there would tend to be fewer recruitments and more retirements in these older age groups. Using voluntary exit figures, this represents a turnover rate for the University (based on average headcount of continuing and fixed-term staff for the previous 12 months) of 10% per annum.

Whilst some turnover is healthy, very high levels of turnover may be indicative of management or organisational culture issues, skills shortages, competitor strategies, employee dissatisfaction and individual performance. However, turnover can also represent an opportunity to introduce new skills, facilitate change in the workplace and be functional for the particular area.

As mentioned earlier, statistics show that organisations are more likely to have a higher turnover in the younger age groups (refer “Background” earlier in this section).

Figure 24: Total Exits by Age Group and Award, 1 April 2005 to 31 March 2006

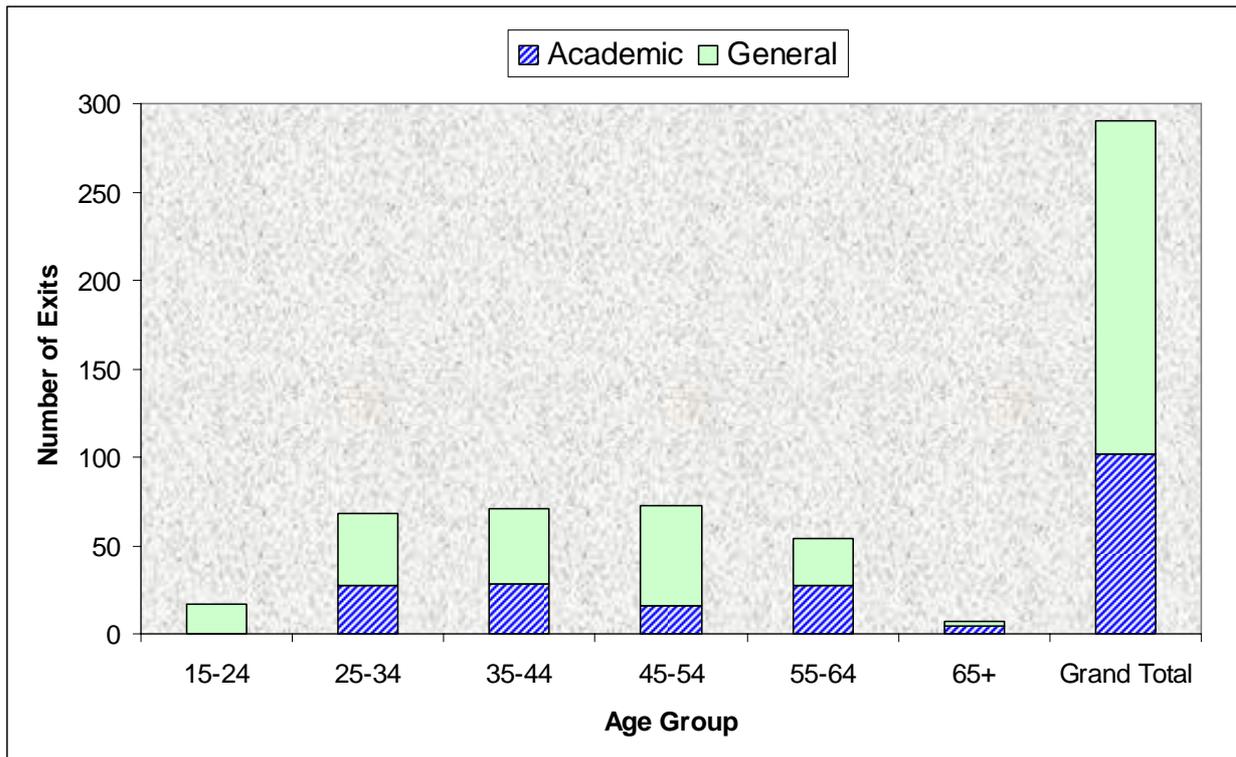
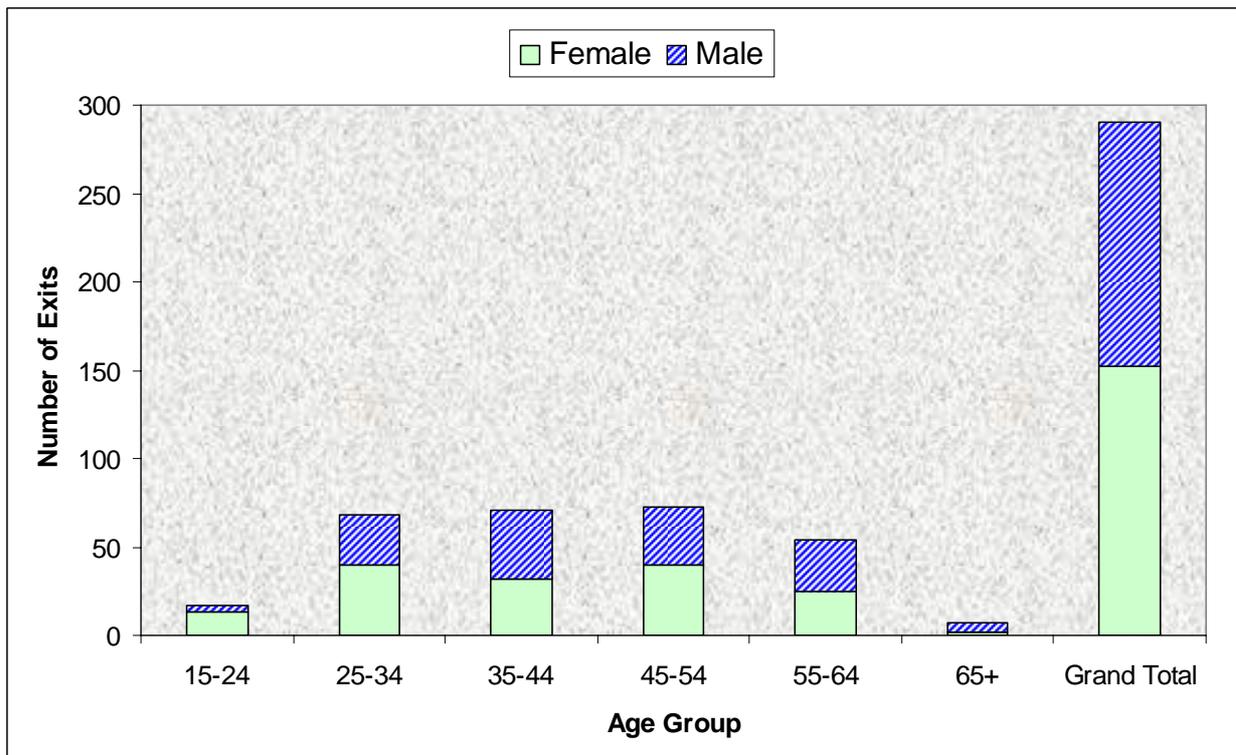


Figure 25: Total Exits by Age Group and Gender, 1 April 2005 to 31 March 2006



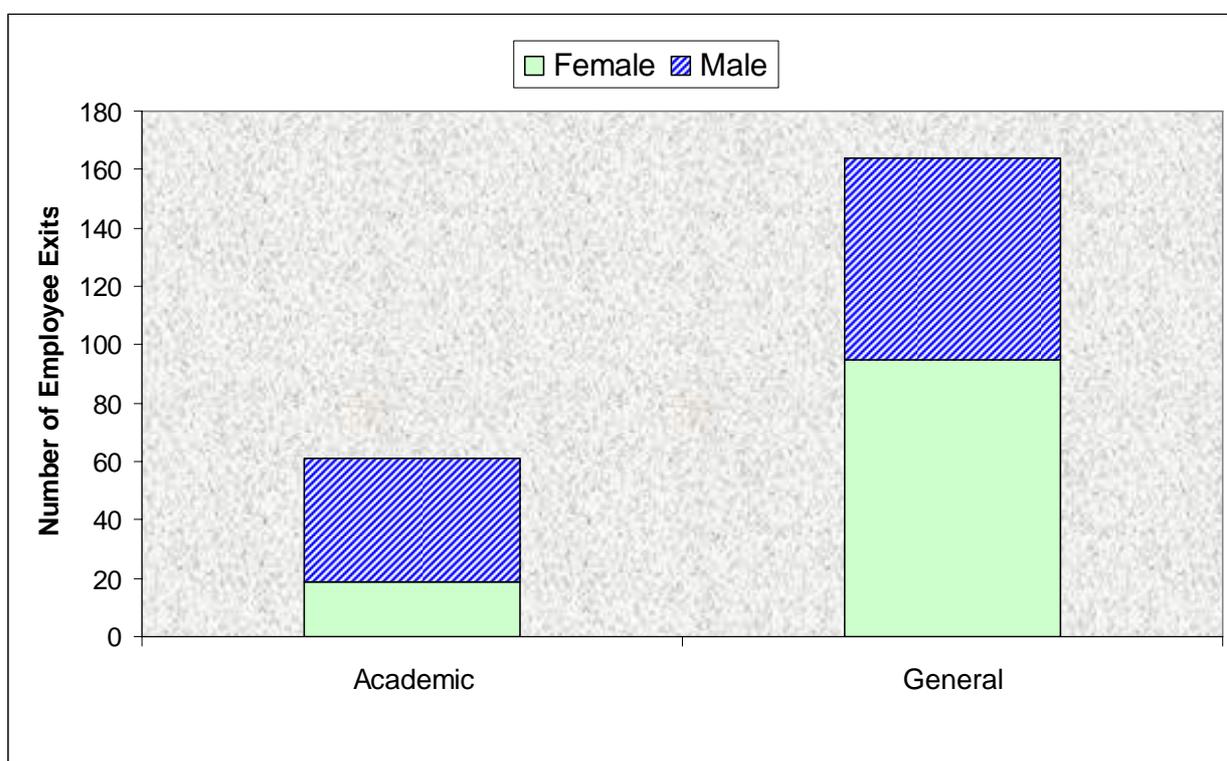
As shown in Figure 25, women accounted for 52.4% of all total exits, whereas men accounted for 47.6% which is fairly consistent with the male/female ratio of the University (57.8% women and 42.2% men).

Figure 26 shows that women accounted for 57.9% of general staff voluntary exits, with men representing 42.1%, which is an interesting statistic considering that women make up 66.5% of general staff at the University and men account for 33.5%.

Women accounted for only 31% of all academic staff voluntary exits with men accounting for 68.8%. Again this is a disproportionate rate – men make up 53.3% of academic staff and women 46.7%. Voluntary exits for academic staff were evenly distributed across all the age groups.

While exit interviews are currently undertaken, the information is captured locally and there is limited University-wide understanding of reasons why people leave. A more consistent approach to exit interviews and understanding turnover issues is suggested.

Figure 26: Voluntary Exits by Staff Type and Gender, 1 April 2005 to 31 March 2006



4. HEALTH AND WELLBEING

4.1 BACKGROUND

As the workforce ages, business will be challenged to find new strategies to offset issues of planned and unplanned leave associated with health and safety. Analysis of data from the ABS has found a slightly higher incidence amongst older workers in comparison to younger counterparts. According to this analysis, workers aged 45 and over took an average of 10.4 days of unscheduled absence leave compared to 9.7 for those aged 44 and under.

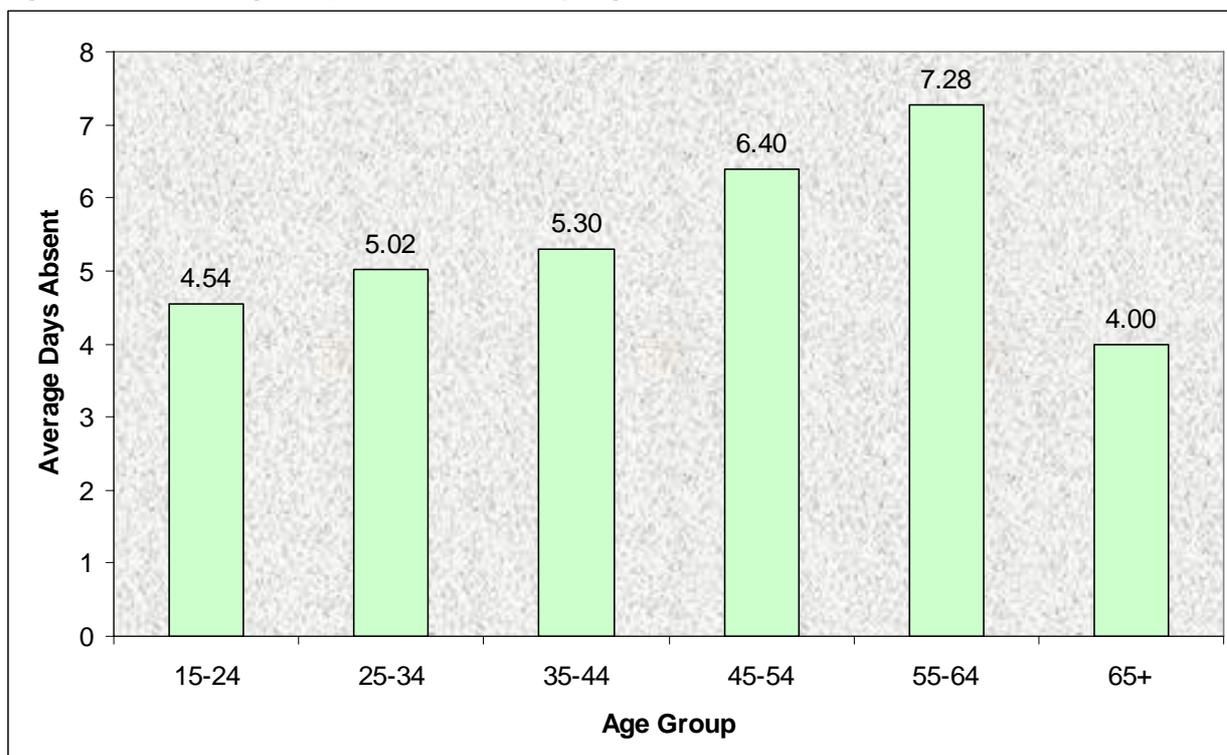
Thus, even though the total number of days absent from work is longer for workers aged 45 and over (approximately 0.7 days longer), there are less incidences of “casual” absence. Commentators argue that “casual” absences are overall more disruptive to the workplace, because some form of replacement can often be arranged for longer absences.

In Australia approximately 33% of men retire from work because of ill health or injury. Yet, in most cases, injury and illness occur at a younger age, with close to half of these men leaving before the age of 55 years. According to ABS work related injury data, 44% of workers over 45 years reported experiencing work related injury/illness compared to 56% of workers less than 45 years.

4.2 AGEING AND UNPLANNED LEAVE AT UNISA

Figure 27 provides data on average unplanned leave across the age groups. Unplanned leave is defined as sick leave, dependent child leave, carer’s leave, bereavement leave, emergency service leave, workers compensation leave and absences due to industrial action. While this does not present any major areas of concern at UniSA, it reveals that the 55-64 year age take slightly more unplanned leave than the other age groups

Figure 27: Average Unplanned Leave by Age



4.3 AGEING AND INJURY AT UNISA

Figure 28: Work-related Injuries or Illness by Age

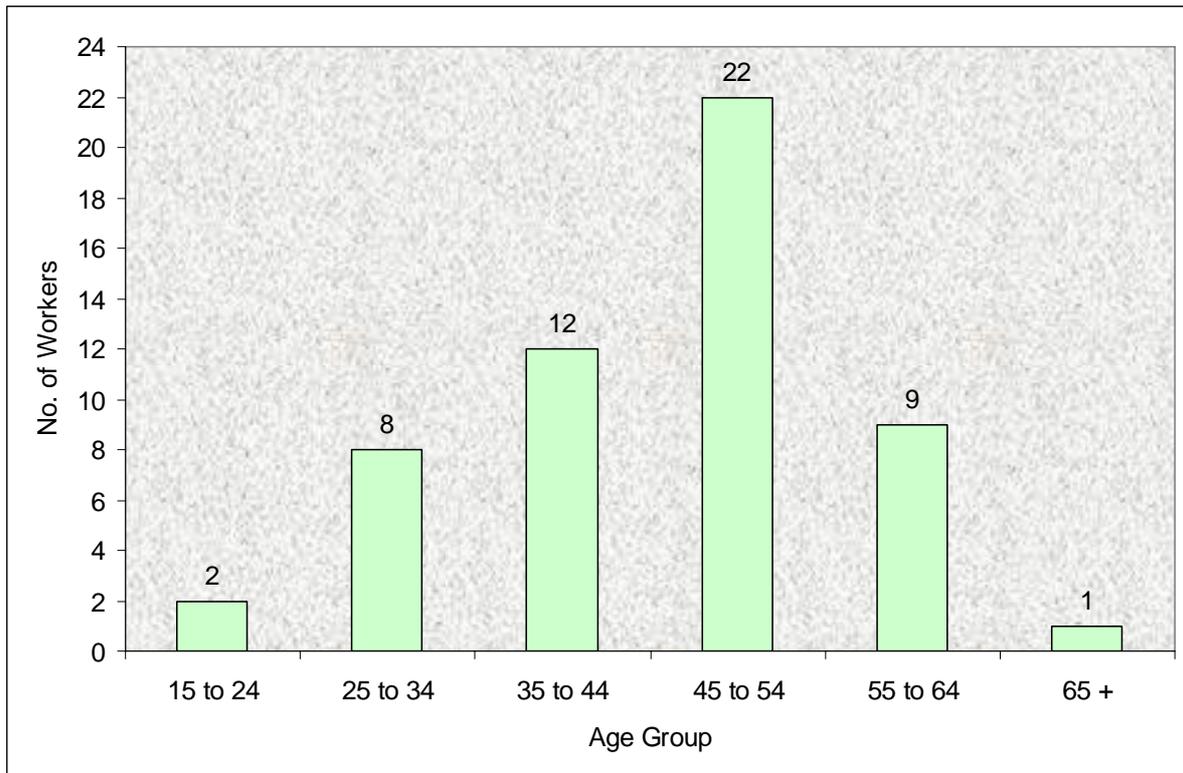


Figure 28 indicates that work related injuries or illness are most prevalent in the larger age groups, particularly in the 45-54 age group which accounts approximately 30% of total University staff numbers. While the 35-44 age group account for 28% of University staff, there were significantly less workers in this group affected by work-related injuries or illness, when compared to the 45-54 age group.

5. SUMMARY

Overall UniSA's age profile is reasonably good. When compared to other universities UniSA's workforce profile is younger and has a larger proportion of women with an increase in the number of female academic recruits during the reporting period.

The following comments have largely been taken from Professor Winchester's paper presented to the 3rd Annual Higher Education Summit in 2005. With the onset of a labour shortage, recruitment and retention strategies will become a major staffing issue. The shift will require increased diversity and flexibility within the University, looking closely at contract types, position descriptions and more importantly, the introduction of strategic workforce plans.

Professor Winchester states: "Retention of key staff beyond normal retiring age depends heavily on the attractiveness of continued employment, often measured in relatively intangible terms such as satisfaction. A key role for these staff will be in mentoring and coaching their replacements."