

# Staffing Plans

## A Guide for HODs/Managers



THE UNIVERSITY OF AUCKLAND  
NEW ZEALAND

## HR Guideline

### Guideline

This Guideline supports the development of Faculty/Registry Plans under the University Planning and Budgeting Process, and assists with developing Departmental Staffing Plans.

The Faculty/Registry Planning process requires information from HR and from HODs/managers to inform the Faculty/Registry Plan.

In addition, the collegial Departmental Staffing Plan process assists the HOD/manager and Dean/Director with making decisions on future staffing requirements.

### Procedure

#### Faculty/Registry Plan

The following staffing information is required in support of the Faculty/Registry Plan.

##### Staff Profile Reports

HR registry will provide a set of standard reports for each activity centre to inform the planning process:

- *PAC FTE Summary for the Faculty/Registry*
- *Annual FTE – Contracted – Year 2XXX – Academic Staff (for each activity centre)*
- *Annual FTE – Contracted – Year 2XXX – General Staff (for each activity centre)*
- *EEO – Contracted FTE – Year 2XXX – Academic Staff (for each activity centre)*
- *EEO – Contracted FTE – Year 2XXX – General Staff (for each activity centre)*

These reports should be interpreted by reference to the “*Staffing Plans - Standard HR Reports - FTE and EEO*” HR Guideline.

##### Key data

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Total Planned FTE Academic Staff 2XXX:	_____ FTE
Ratio Long Term to Short Term FTE:	___ : ___
Percentage Female Staff	_____ % Female Staff
Percentage Maori Staff	_____ % Maori Staff
Percentage Pacific Island Staff	_____ % Pacific Island Staff
Percentage Asian Staff	_____ % Asian Staff
Total planned EFTS	_____ EFTS*
Student Staff Ratio	_____ EFTS / FTE*

\* Non-academic departments should list relevant data (excluding EFTS and EFTS/FTE data).

##### EEO Issues

What are the departmental strategies and plans to meet University, Faculty and Department EEO objectives.

#### Departmental Staffing Plan

In addition to the information provided as a part of the Faculty Planning process, HODs are asked to review the strategic direction of their department in conjunction with departmental colleagues and the Dean. This should be done with a long term perspective, using some or all of the following questions.

Academic Departments	Non-academic Departments
<p>What are the <u>research clusters</u> within the department, and who is in each cluster?</p> <p>What are the <u>international trends</u> in each sub-discipline and research cluster - what is growing, what is stable, what is declining?</p> <p>What changes are proposed in <u>course, programme, research, or other plans</u> for academic staff?</p> <p>What are the issues for development of <u>sub-disciplines</u> in the department?</p> <p>Is the <u>mix of academic grades and sub-disciplines</u> ideal?</p> <p>What are the strategic needs for <u>general staff</u> support?</p> <p>What are the <u>succession planning</u> issues for academic leadership roles in the department, including HOD, Principal Investigator, etc.?</p> <p>Are there opportunities to use <u>new forms of pedagogy, or new technologies</u>?</p> <p>Are there particular <u>competitive issues</u>?</p> <p>What opportunities are there to form <u>strategic relationships with external bodies</u> (eg; CRI's, health sector, etc.)?</p>	<p>What <u>service changes</u> might require staffing changes?</p> <p>What are the issues regarding development of <u>staff occupations/skills</u>?</p> <p>What are the medium to long term <u>opportunities</u> by occupations/skills and level of staff?</p> <p>What are the <u>succession planning</u> issues for the key roles?</p> <p>Are there opportunities to use <u>new forms of service, or new technologies</u>?</p>

### The "80/20 Guideline"

The University for many years operated on a guideline ratio between permanent:non-permanent staffing ratio, particularly in academic departments. That guideline has been 80:20 for some years - a ratio that the University has found to form a good first-order basis for planning.

The **80:20 guideline** does not require every department to adhere to the guideline at all times. However, it does form a useful basis for planning considerations, and is intended to ensure that departments carefully consider how to manage departmental financial resources to allow the employment of graduate students as tutors, teaching assistants and assistant lecturers; to cope with risks associated with variations in student interest by discipline and sub-discipline over time; and for any other good reason.

In taking into account the 80:20 guideline, under the terms of the Employment Relations Act 2000, the University must "*have genuine reasons based on reasonable grounds*" before it enters into a fixed term contract, and it must "*advise the employee of when or how his or her employment will end and the reasons for his or her employment ending in that way*". The following is not a genuine reason: "*to establish the suitability of the employee for permanent employment.*"

On each occasion, there must be a decision as to whether a particular position should be recruited and filled on a fixed term or permanent basis. Each decision must be made based on statutory and organisational requirements.

Director of HR