



## People Plan 2025–2030



## Acknowledgement of Traditional Owners

Griffith University (Griffith) acknowledges the wisdom inherent in Aboriginal and Torres Strait Islander Australians as the oldest surviving culture in the world and recognises their custodianship of the land on which its campuses are located. The University strives to be a place where Aboriginal and Torres Strait Islander peoples are valued and respected, and where First Australian Peoples' cultures and knowledges form an integral part of Griffith's vision for social justice and creating inclusive and diverse communities. Griffith recognises that reconciliation is a shared process and that every student and staff member has a role to play in effecting positive change for a better, more inclusive Australia.

# People Plan 2025–2030

Griffith's Strategic Plan 2025–2030, *Creating a Brighter Future for All*, sets the University's strategic direction. This People Plan brings that ambition to life by setting out how Griffith will build the workforce, leadership, culture and people systems needed to deliver its priorities in education, research and community impact, while also supporting and enabling our people to grow, contribute and succeed. It enables the successful delivery of the Research and Innovation Plan and the Education and Student Experience Plan, and complements the Indigenous Flourishing Plan, Internationalisation Plan and Digital Master Plan as part of Griffith's broader strategic architecture. It is a deliberate, integrated plan that builds on our strengths, responds to current pressures, and positions our people to thrive.

## Our people context

There are many different people in the Griffith community, including students, alumni and partners. This Plan is focused on our staff. Griffith's workforce is highly committed to our purpose and central to the University's success and the realisation of its 2025–2030 strategic ambitions. Across academic and professional cohorts, staff bring deep expertise and make a shared contribution to education, research, student success and community impact. We also have strong foundations to build on, including sustained investment in leadership, equity, diversity and inclusion, and recognised capability across teaching, research and professional staff and the services they deliver.

Griffith is operating in an environment of significant transformation. The higher education sector is facing intensifying competition for talent, evolving student expectations, changing academic demands, rapid digital and technological advancement and heightened regulatory and compliance complexity. Together, these pressures are reshaping work across the University and increasing the need for agility, new capabilities, sustainable workload design and strong, inclusive leadership. They also reinforce the importance of a work environment where staff can perform at their best, feel supported through change and see a clear future for themselves at Griffith.

This is also a period of significant opportunity. Over the next five years, Griffith will strengthen the workforce, culture and systems that will underpin its next phase of impact. This includes building a more capable and future-ready workforce, creating clearer development and mobility pathways, strengthening cultural safety and inclusion, supporting Indigenous flourishing, uplifting health, safety and wellbeing, and preparing staff to work confidently and responsibly with AI and other emerging technologies.

The opening of Griffith's Brisbane CBD location from 2027 will be one of the clearest expressions of this next phase. Beyond its strategic significance for the University, it creates new opportunities for staff to work in closer connection with government, industry, community and partners, and to contribute to a more connected and contemporary Griffith. It will also accelerate changes in how work is designed and experienced, with staff increasingly working across different types of workspaces, campuses and digital environments. Alongside broader technological change, this will require new capabilities, thoughtful work design and a strong commitment to adaptability.

Over the life of this Plan, Griffith's ways of working will continue to evolve. Responding well will require shared effort across the University, with leaders, teams and individual staff all contributing to a safe, inclusive and high-performing work environment. A diverse workforce brings critical knowledge and perspectives, while also requiring more intentional and tailored approaches to career development, support and inclusive leadership. This Plan sets a clear direction for how our workforce, culture and people practices will evolve in practical, future-focused ways grounded in Griffith's values-led attributes.

## Our commitments and outcomes

The commitments that follow set out how we will invest in our people, strengthen the experience of working at Griffith, align our people settings with the University's priorities, and support collaboration across Griffith and beyond. Many of these commitments are drawn from, and give practical effect to, Griffith's Strategic Plan 2025–2030, which was shaped through extensive consultation across the University community. Together, they describe what we will do over the life of this Plan and the outcomes we are working towards by 2030. They also recognise the distinct development needs of academic and professional staff, so people can see how the Plan supports their growth, contribution and success at Griffith.

### People

Our focus is to build a workforce that can grow with Griffith. In practice, that means staff can more clearly see how to develop, where to access support, and what opportunities exist to build capability, broaden experience and progress their careers. We will invest in learning, leadership and career development in ways that are visible and relevant to different cohorts across the University, while building the digital, relational and strategic capabilities Griffith will need for the future.

#### Commitments

- We will expand staff access to Griffith's world-class education by retaining 10% discounts across Griffith degrees, introducing 50% discounts for select work-relevant degrees, and offering annual Griffith MBA scholarships for staff on track for leadership positions. Together, these initiatives will make formal study a more visible and practical development option for staff at different career stages.
- We will grow our leaders through a structured leadership development suite for emerging, established and executive leaders, including role-relevant programs, leadership resources, applied learning opportunities and stronger pathways for leaders in teaching and learning, research, and partnership-rich and cross-cultural environments.
- We will introduce a senior leadership onboarding program to support new leaders to transition well into their roles, build shared understanding of Griffith's strategy, culture and expectations, and strengthen early connection across the University.
- We will create more visible opportunities for internal mobility and career development through an internal shadowing program and other cross-University development experiences that help staff build work-relevant skills, broaden their networks and explore different career pathways within Griffith.
- We will establish and promote a coordinated, University-wide AI and digital capability offer for all staff, including a common baseline for safe and responsible use, practical learning for everyday work, and tiered pathways into role-relevant streams across teaching, research and professional services.

#### Outcomes by 2030:

- Our people can more clearly see what success looks like in their roles and have access to visible opportunities to build skills, broaden experience and progress their careers at Griffith.
- Leadership capability is stronger and more consistent across Griffith, with leaders better equipped to lead high-performing, inclusive and empowered teams and to support staff through change.
- Academic and professional staff have more practical opportunities to learn, connect, move across the institution and contribute in different ways over the course of their careers.
- Staff have greater confidence and capability to engage with digital change, including the safe, effective and role-relevant use of AI and other technological innovation.
- Griffith is increasingly recognised as a place where people can grow their capabilities, perform at their best and build meaningful careers.

# Place

The experience of working at Griffith matters. Our people work across multiple campuses, spaces and communities, and that footprint will expand with the opening of the Brisbane CBD location from 2027. We want Griffith to be a place where people feel included, safe, supported and able to do their best work, with workplace settings, systems and leadership that build trust, wellbeing and performance and enable staff adapt well to change.

## Commitments

- We will focus on building a workforce that more closely reflects the diversity of Australian society and the communities we come from and serve. This includes more deliberate approaches to attraction, recruitment, career development and, where appropriate, identified positions to improve Aboriginal and Torres Strait Islander representation.
- We will demonstrate our values in action by delivering Griffith's Equity, Diversity and Inclusion Operational Plan, Griffith's first Anti-Racism Strategy, the First Peoples Employment Action Plan and the Disability Inclusion Action Plan including evolving people policies to ensure they are culturally appropriate and responsive to the needs of our diverse workforce.
- We will reduce inequalities, including narrowing Griffith's gender pay gap as part of our broader equity, diversity and inclusion priorities.
- We will embed Griffith's cultural strengths through a roadmap that aligns values-led attributes, behaviours and everyday experience, supported by clear measures, monitoring and action.
- We will continue to uplift Griffith's health, safety and wellbeing maturity, maintaining safe, accessible and well-governed workplaces with systems and practices that support prevention, wellbeing and responsible management of work.
- We will establish a contemporary reward and recognition program that celebrates behaviours aligned to Griffith's values-led attributes.
- We will continue to take a deliberate approach to workload and work design, supporting leaders and teams to identify pressure points, reduce unnecessary burden where possible, and create more sustainable ways of working. This includes recognising the impact of cultural and service contributions that can disproportionately fall to staff from underrepresented groups and ensuring these contributions are appropriately considered in workforce practices and decision-making.
- We will support staff through major workplace transitions, including the move to the Brisbane CBD location, through clear communication, practical change support and people-focused approaches to new environments and ways of working.

## Outcomes by 2030:

- Our people bring Griffith's values-led attributes to life. By 2030, Griffith is in the top quartile of universities for staff engagement and culture, with staff experiencing Griffith as a place where they feel heard, included, supported and able to do their best work.
- Staff experience is stronger through better listening, clearer follow-through and closer alignment with Griffith's values-led attributes.
- Our workplaces are more inclusive, culturally safe and accessible, with stronger representation, belonging and confidence in inclusion across priority workforce cohorts. By 2030, Griffith's workforce more closely reflects the diversity of Australian society and the communities we come from and serve, with measurable progress in Aboriginal and Torres Strait Islander representation, including across academic and leadership roles. We have made measurable progress in reducing Griffith's gender pay gap and addressing accessibility and equity, diversity and inclusion barriers.
- Staff experience work as more sustainable, with clearer attention to workload, work design and the factors that support wellbeing and performance.
- We are a university of choice for Aboriginal and Torres Strait Islander staff, who experience Griffith as a place of cultural safety, support and opportunity, where cultural knowledge, leadership and contributions are recognised and valued.

## Purpose

This Plan supports Griffith's broader mission and strategic direction through our people. Over the next five years, our people strategy, workforce settings and services need to help the University deliver its priorities, including embedding a new Academic Performance Framework to guide academic development, performance and promotion. Workforce decisions, capability investment and people systems will be more closely aligned to Griffith's priorities in education, research, student experience and service excellence.

Capability at Griffith will be strengthened in ways that reflect how work is experienced across the University. For academic staff, this includes development built through disciplines, schools and research environments, as well as University-wide frameworks and support. For professional staff, it includes practical, role-relevant development connected to service delivery, collaboration and continuous improvement. In this way, Griffith's people agenda will be centrally enabled, locally expressed and visible in everyday work.

### Commitments

- We will align workforce priorities, people policies and investment decisions to Griffith's 2025–2030 Strategy and enabling plans through annual planning processes, workforce decision-making and clear prioritisation of people initiatives.
- We will launch and embed the Academic Performance Framework across academic performance, recruitment, development and promotion processes so expectations, contribution and career progression are more clearly understood and consistently supported, with translation into local academic contexts through schools, disciplines and academic leadership.
- We will strengthen teaching and student-centred capability through the Griffith Learning and Teaching Framework, supported by practical development opportunities such as mentoring, peer learning, local teaching conversations, support for course and program leadership, and capability-building for staff in teaching and student-facing roles.
- We will strengthen research capability and impact through Researcher EDGE and the Research Impact Hub, alongside mentoring, peer support, grant development, research leadership and other opportunities that reflect different research contexts, career stages and pathways to impact.
- We will improve systems, processes and digital enablement through targeted simplification, better-designed tools and clearer support that reduce administrative burden and help staff work effectively across changing physical and digital environments.

### Outcomes by 2030:

- Griffith's people agenda is clearly aligned to the University's priorities and is visibly supporting education, research, student experience and service excellence.
- Academic and professional staff have clearer expectations, more visible development pathways and better access to capability-building that is relevant to their work, including discipline-specific, career-stage relevant and locally led opportunities.
- Staff and leaders experience simpler processes, better support and more effective systems that make work easier to navigate.
- Teaching and research capability is stronger through clearer frameworks, targeted support and development embedded in academic practice, including mentoring, peer learning, local leadership and opportunities connected to teaching, research, supervision and engagement.
- Technology is used more effectively and ethically to improve work, service delivery and the experience of staff and students.

# Partnerships

Griffith does its best work through connection, collaboration and shared purpose. We want to strengthen partnerships across the University and beyond it so our people can work across boundaries, contribute to external engagement and create meaningful outcomes together. This includes stronger links with industry, government, philanthropy, community and global partners, and greater capability to work in cross-cultural and transdisciplinary ways. In practice, this means creating more deliberate opportunities for staff to collaborate broadly, contribute to external engagement and build partnerships that strengthen education, research, student experience and community impact.

## Commitments

- We will establish more deliberate cross-portfolio and cross-disciplinary ways of working through shared initiatives and targeted capability-building that help staff work effectively across boundaries.
- We will support up to 10 funded staff placements annually, with a minimum of three each year, through the Worldwide University Network (WUN) to build global perspective, partner-connected capability and new opportunities for academic and professional staff.
- We will support academic staff participation in WUN joint research projects to strengthen global collaboration, research impact and international partnership outcomes.
- We will lift partnership capability across academic and professional staff through targeted development, practical tools and partnership-building opportunities that strengthen collaboration with industry, government, philanthropy and community partners.

## Outcomes by 2030:

- Collaboration across Griffith is stronger, with more deliberate opportunities for staff to work across portfolios, disciplines and services.
- Academic and professional staff are better equipped to contribute to external engagement, international activity and strategic partnerships.
- Global partnerships, including WUN, are creating more visible opportunities for staff and students and strengthening Griffith's international reach and impact.
- Staff are more confident building and sustaining partnerships that support student experience, research and community impact.
- Griffith's people agenda is strengthening the University's reputation for connection, reciprocity and real-world contribution.

# Achieving our goals by 2030

This Plan provides the strategic framework for how Griffith will strengthen workforce capability, culture and people systems and experience over 2025–2030. Delivery will be driven through annual prioritisation and planning, supported by targeted enabling initiatives, service improvements and coordinated action across the University. While central teams will lead this work, delivery will depend on shared accountability across portfolios, leaders and teams, with responsibility embedded through existing governance, planning and performance mechanisms.

Implementation will be phased over the life of this Plan to align with Griffith's strategic priorities, operating context and organisational capacity. Progress will be monitored through existing Council, Vice Chancellor KPIs, workforce and operational reporting measures. These include formal targets for women in leadership, First Peoples staff representation, staff engagement, wellbeing and progress, safety maturity, as well as workforce measures such as women in STEM, academic proportion, retention and turnover. Some measures are fixed Council or enterprise targets, while others are refreshed through annual planning, Vice Chancellor KPIs and workforce reporting cycles. Detailed implementation actions, responsibilities and timing will be set out in a supporting operational matrix.

