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UQ is committed to ensuring that our operations and professional services are responsive to the needs of the University, built on a One UQ approach that drives service improvements and creates e ciencies – particularly in the student administration area. Streamlining and automating business processes, and building professional, advisory and technical skills in our workforce are key priorities.

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Improved internal collaboration

Proportion of staff who agree there is good communication across all sections of UQ[1]			
	2011	2015	2019

Proportion of staff who agree there is cooperation between different sections of UQ[1]			
	2011	2015	2019
			1

Source: *The Voice* survey – the latest figures available.

Improved internal collaboration

A new 'Pulse Check' survey was developed and launched in 2021. It will be used for obtaining regular feedback from sta about their perceptions of UQ, and to embed a strong, values-led culture. In 2021, 76 per cent of respondents felt they were kept informed on happenings at UQ,

Supporting achievements and initiatives

- Further enhancements to the People, Planning, Performance (P3) dashboard provided academic sta with the opportunity to refer to their individual academic profiles in performance appraisals and similar conversations, and to boost their research networks.
- The strong emphasis on collaborative networks across the University continued to underpin research and teaching frameworks, as demonstrated by the Students as Partners, Program Architecture, and UQ2U projects.
- UQ's Learning Analytics team reinforced the usefulness of the *Course Insights* dashboard to improve the learner experience and communication between sta and students. The early interventions support initiative used data from the course analytics to identify 'at risk' students, and individual students were then contacted to discuss their progress and need for additional support.
- Sta development and learning was supported by the proactive workflow implemented within the new human capital management system, Workday. This will provide all sta with a more systematic approach to ensure an understanding of the University's values and how these may be enacted in their own workplace.
- UQ Industry Connect continued to create a pathway for strategic industry-UQ partnerships by ensuring that industry has access to a simple, coordinated entry point for interacting with UQ expertise and infrastructure.
- UQ's new streamlined process for infrastructure investment directed funds more easily into opportunities for cooperation, collegial endeavours and connectivity across UQ's research community.
- Through improved stakeholder engagement initiatives, several research institutes collaborated with the Graduate School to enhance the HDR student experience through development activities, seminars, and increased industry connectivity.

General activities enabling the building of an agile, responsive and efficient university operation

- Work continued on a research infrastructure management system to create e ciencies in the use of research facilities.
- A university-wide approach to clinical trials management was developed by the Research and Innovation portfolio in conjunction with Governance and Risk. The review will enable improved institution-wide monitoring and compliance.
- IT Governance continued to ensure compliance with relevant legislation and best practice, developing and implementing policy and frameworks to e ectively manage risk within the University's virtual environment.
- In 2020, Workday was selected as the new Human Capital Management Solution and went live in October 2021. It promises to provide simplified and automated business processing and authorisations, better quality data, and consistent access to career and personnel information.
- An IT Capital Investment Plan included projects and programs delivered in 2021 in support of innovation in teaching and learning, enhanced research capability, streamlining of administrative and professional services, as well as coor25dcs/9domestic and in/9tional community engagement.
- The Academic Services Division Business Enhancement team developed an automasolution that captures and records student completion of the mandatory Academic Integrity Modules (AIM), and, where necessary, enforces the mandate through automated temporary blocking and releasing of grades and/or future enrolment.
- A new UQMaps app was launched in 2021 to support students on campus. The app provides directions to any location on campus as well as live insights into parking, study space and lab availability, with further enhancements to be added progressively.
- $60 million was set aside from the 2021–2024 program of works for replacing external cladding on UQ buildings deemed potentially hazardous.
- A feasibility study is currently ongoing to establish a Sustainable Future precinct at Long Pocket.