



TRINITY COLLEGE



Trinity Connect

Your Engagement = Our Growth

Trinity College *People Plan*

2024-2027

Trinity College People Plan



The Trinity College People Plan represents our workforce strategy, specifically incorporating a strategic framework relevant across all of our functions and diverse operating teams within our extensive organisation.

Importantly, our People Plan provides all leaders and employees of Trinity College with an overarching vision and a set of guiding principles that drive our people-led activities across our College.

Our College upholds substantial expectations in fulfilling our Mission and Aims every day - We are committed to delivering a high quality of service across all areas of Trinity College, and we have earned respect in our community for the quality of education and care we deliver.

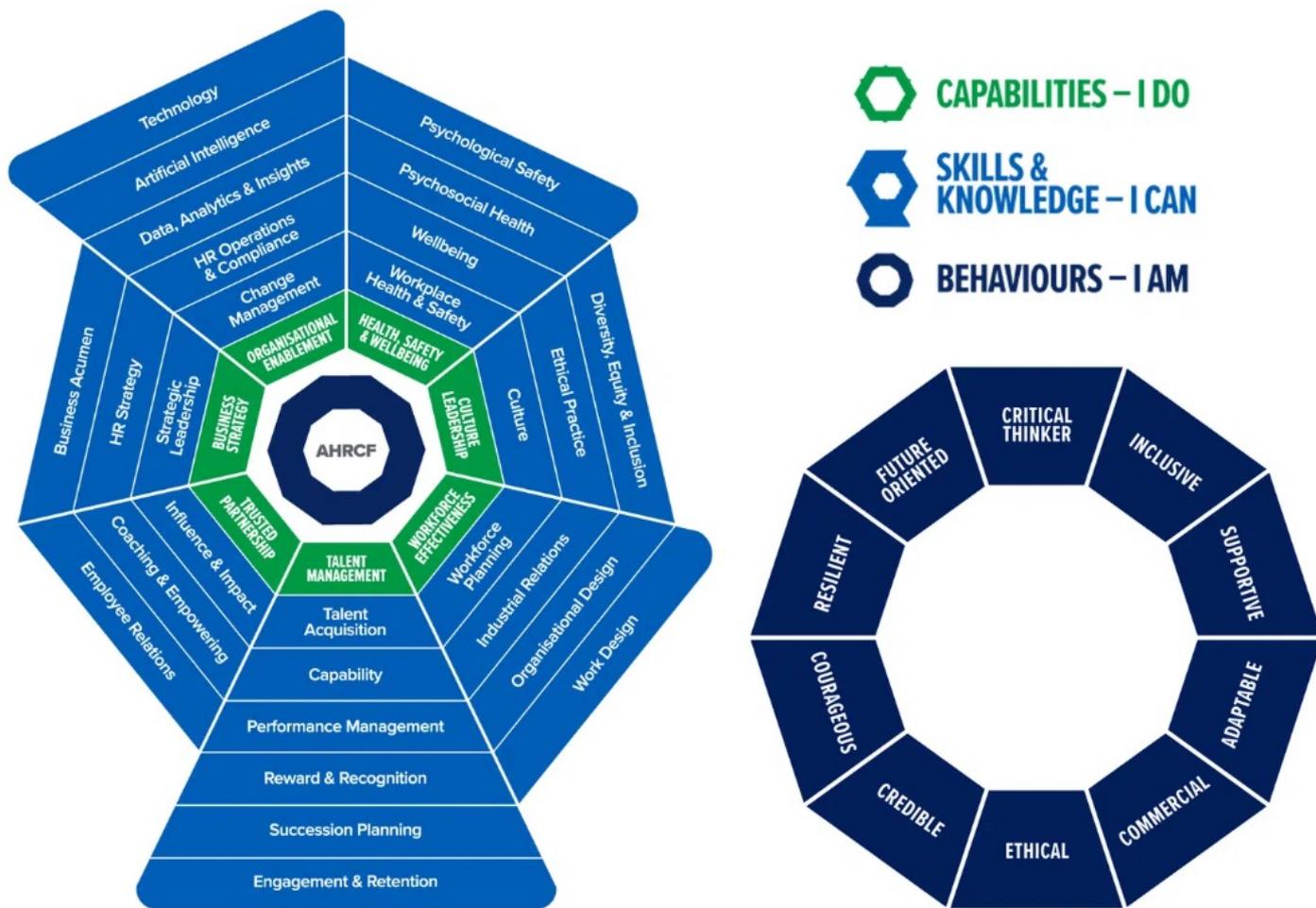
Our College and team require an appropriately skilled, engaged, motivated and passionate workforce to deliver these expectations.

Our College Strategic Plan sets this direction as we continue to enhance a competent, energetic and professional workforce that promotes a supportive staff culture.

Our Leadership team focuses on five focus areas to provide operational direction for human resources that will serve as our touchstone for the ongoing implementation of critical tasks.

The Trinity College People Plan serves as a compass, establishing a framework for our people and articulating our vision for both our current and future employees. It outlines a three-year strategy for attracting, retaining, building capability, and motivating our people to consistently deliver outstanding service. Aligned with our Trinity College Values and themes of Focus - Collaborate, Create, Celebrate, Invigorate, Expand and Quality, we trust that you will continue to support our people and team activities now and into the future.

The Australian HR Capability Framework



© Australian HR Institute

Our organisational structure at Trinity College is carefully designed to prioritise the cultivation of a positive workplace culture, the implementation of effective policies, and the adherence to best practices in Human Resource Management.

Key positions dedicated to driving these efforts:

The Director of People and Culture – Leads and executes strategies aligned with the Australian HR Capability Framework for the whole of Trinity College.

The Deputy Head – Leads and delivers with a HR operational lens to the Teaching staff across Trinity College. As the designated Child Safety Officer, this role is responsible for ensuring compliance with all child safety regulations and obligations.

The Director of Business Operations and Administration – Leads and delivers with a functional lens to the corporate services and support staff across this College, including OSHC, Educational Support Officers and Student Support Officers.

Functional support includes defining roles and aligning resources, as well as exploring career development opportunities for support staff for the betterment of the College and our students. Operational guidance is managed by the Principal or Director.

The General Manager of STARplex leads and delivers a HR operational lens in the non-school space.

Our Executive Leaders are all responsible and accountable for modelling their actions and behaviours, ensuring alignment with our Trinity College Mission, Values, and Objectives.

A specific lens to consider our Child Safety obligations and regulations interacts with our obligations in all of these spaces.



Vision for our People

Strategic Plan



Trinity Connect

Your Engagement = Our Growth

Our People: Empowered, inclusive and professional workforce.

Continue to enhance a skilled, energetic and professional workforce that promotes a supportive staff culture.

Priority: Attract, support, develop and retain top-quality staff.

Our Culture Statement

The definition of culture, is a set of values, beliefs and practices that guide and inform the actions of all team members. At Trinity College, our culture statement and measures have been developed collectively, reflecting our shared voice. In asking for feedback in the inaugural whole of College Employee Engagement Survey, we have heard both the positive and challenges. Together we commit to developing actions to address areas for improvement to align as one cohesive organisation.

Trinity College students are our reason, our higher purpose; they are both the beginning and destination of our work.

Our staff are cultivators – planting the seeds of learning for our young people, as well as assisting them in continuing their professional practice and career growth.

We strive for excellence in supporting our students in every experience they encounter at Trinity College - academically, socially and experientially. We are committed to the highest standards of excellence when working collaboratively. For the purpose of building trust and support, we value honesty and transparency. We nurture and care for each other, and all our contributions are valued - we are inclusive, we listen, and we are considered. Our continued growth – for our students and our staff - connects the spirit of Trinity College.

Our aspirations:



Welcoming and Respectful

We foster inclusivity and respect, ensuring every voice is heard and valued.



Embracing Innovation

We uphold integrity and pursue innovation to deliver exceptional education.



Empowering Workplace

We empower growth through mentorship and development opportunities.



Thriving with Exceptional Leadership

Our leadership fosters support and guidance for individual success.



Prioritising Work-Life Blend

We value well-being, offering flexibility and resources for balance.



Inspiring Passion and Dedication

We ignite enthusiasm for lifelong learning and teaching excellence.



Nurturing Professional Growth

We invest in individuals, providing resources for advancement.



Unified

We promote unity and trust, creating a supportive culture.

Partnering with our People

The maturity of our human resources capability shows that while we do well in some areas, there are others where improvements can be made. Thanks to the open and honest feedback that we received from our staff, we are now able to work on the challenges our staff have experienced. This is an opportunity to create lasting change.

This feedback has supported the direction of focus for our People Plan. We are encouraged by the honesty and trust shown and will work hard to address the issues raised collaboratively.

Challenges raised which we will address in the People Plan:

1. Better Work-Life Blend
2. Mapping Growth Opportunities with Professional Development Support, including Fostering Pedagogical Drive and Effective Goal Setting
3. Fostering Transparent Communication for Enhanced Collaboration and Trust
4. Leadership Support and Communication for a Positive Work Environment
5. Performance Feedback
6. Fostering Recognition and Value of Staff Contributions
7. Ensuring fair and equitable Workplace Practices across Trinity College
8. Enhancing Contract Flexibility
9. Balancing Educational Demands with Student Wellbeing Support



Focus Areas



Our actions as individuals and as a collective, as leaders and team supporters, will contribute to the achievement of our ambition to continue positively enhancing our organisation's culture.

By aligning our People Strategy and the investment required to deliver and be accountable to our Culture Statement, we will foster a work environment where our students and staff will thrive.

To deliver our People Strategy, the Trinity College People Plan identifies five focus areas in which all Trinity College Leaders and staff are expected to take active roles.



What will we do

AS TRINITY COLLEGE:

- Identify our Employee Value Proposition attributes (our conditions and policies) and ensure they are fair, reasonable and competitive in the education environment.
- Develop and implement our Trinity College brand – processes across all areas and teams of Trinity College ensuring a consistent professional standard.
- Continue implementing and improving our workplace induction and onboarding programs – setting up for success on joining Trinity College.
- Recognise internal staff referrals upon a successful placement in difficult to fill positions.

AS LEADERS:

- Recognise and promote a centralised recruitment approach – embracing the model to support consistency across Trinity College.
- Strongly support, encourage and plan for the best use of existing staff capability and deploy a merit-based recruitment, selection and onboarding (probationary) period to contribute to team member development.
- Support all team members in completing the recruitment process with a vision of timing and selecting the best person for the role.
- Visibly demonstrate our Culture Statement – a key in our employee value proposition.

AS TEAM MEMBERS:

- Welcome and support new staff within the team, openly share our knowledge and practices.
- Embrace diversity at Trinity College and build an understanding of others' cultures and needs.
- Take personal responsibility for your career development and progression, be open to feedback and feedforward for the development of others.
- Actively promote Trinity College to seek our next generation of educators and professional support staff – others in your network often admire your personal values and professional results obtained at Trinity College.

MEASURING OUR SUCCESS (THRIVING):

- An increase in the number of aligned, capable and competent applicants in the market, placing expressions of interest at Trinity College.
- Internal staff development evidenced by internal promotion.
- Delivery of check-in interviews with a cross-section of staff, 20 each year across all areas of Trinity College – what to stop, start and keep doing.
- Delivery of the Trinity College Enterprise Agreement 2024.
- Build a Graduate Development Program – with partnerships with the University of South Australia, the University of Adelaide, Flinders University and our Trinity Institute. Attend Career Open Days to actively promote Trinity College – all that we offer graduates and how we foster lifelong learners.
- Measurement of our crucial recruitment milestones – number of permanent vacancies advertised, total number of submitted applications, average number of applications submitted per permanent vacancy.
- Internal recruitment rate, promoting internally within the College.
- First-year turnover rate (turnover within 12 months of appointment).





What will we do

AS TRINITY COLLEGE:

- Continue with our Trinity Connect platform – engagement and pulse survey to understand issues affecting retention and staff satisfaction and develop appropriate responses.
- Continue to deliver professional development and team engagement opportunities to build a resilient and agile team across all areas of Trinity College.
- Further utilise the Teamgage platform to successfully implement Team Huddles, whereby the leaders and team members regard the program as core to continued positive engagement – hearing and actioning opportunities to enhance our team experience.
- Through Consultative Committees, prioritise our goals and activities to maintain our strong intentions to focus on our People.
- Continue to deliver a lens on wellbeing initiatives:
 - Employee Assistance Program – Anglicare, Converge, Greater Space
 - Mental Health Support
 - Life balance support
 - Supportive College Wellbeing Committee

AS LEADERS:

- Review to understand their team survey feedback and actively engage with staff to address issues and create action plans to support change.
- Ensure Team Huddles are facilitated with a balanced focus on supporting team members and delivering School/Team objectives.
- As an authentic leader, create a culture to nurture openness, creativity and innovation with recognition and appreciation for excellence delivered.
- Be a passionate advocate of Engagement and Wellbeing initiatives.
- As a positive role model, encourage and support a model of change where activities to bring team members together, enhance alignment, and professional support are the outcome.
- Ensure effective performance and good health of staff members by reviewing workloads and ensuring even distribution across functional responsibilities.



AS A TEAM MEMBER:

- Recognise and thank your fellow team members for their support and exceptional performance.
- Take opportunities to contribute, provide input or feedback.
- Provide ideas and innovative approaches to work - share best practices amongst team members.
- Actively participate in Engagement and Wellbeing activities.
- Share any feeling of overload with your leader or if you can assist others.

MEASURING OUR SUCCESS (THRIVING):

- Team Huddle data – active participation evidenced by metrics within the dashboard.
- Check in discussions with staff by their operational leader.
- Participation rates of staff in College and School or STARplex activities:
 - Staff Meetings
 - Whole of College Meetings
 - Week 0 activities – planning for the year
 - Participation in a check-in interview
 - Participation in an LMS365 module – wellbeing



What will we do

AS TRINITY COLLEGE:

- We are committed to continuing to investigate, identify, understand and address our gender pay gap and to implement strategies to mitigate the gap.
 - Through consultation with our Workplace Gender Equity Steering Committee, we will work together to identify opportunities to close the gap
- Ensuring practices are fair and equitable, holding all personnel accountable.
 - Equal opportunity to work
 - Ensure processes are transparent and align with our values
 - Ensure recruitment and promotion processes foster a safe, respectful, inclusive organisational culture
 - Uncover and remove unintentional biases and barriers to entry for specific groups or demographics
- Deliver education programs on inclusive behaviours, including unconscious bias, inclusive leadership and safe and respectful behaviours.
- Promote flexible work arrangements, including part-time positions, with a lens to reviewing opportunities to support staff retention and well-being.
- We will recognise significant annual events that celebrate inclusion and are relevant to our Trinity College community, delivering an approach consistent with our embedded culture.

AS LEADERS:

- Recognise when team members are modelling safe, respectful and inclusive conduct.
- Ensure online learning is undertaken, particularly regarding child safety, sexual harassment and respectful workplace behaviours.
- Support team members in the referrals to an EAP program to support employee wellbeing.
- Display a passion and commitment to our diversity and inclusion plans created by the College Cultural Inclusion Advisory Committee.
- Support flexible work arrangements to balance caring and work responsibilities for self and staff.
- Ensure that recruitment activities to which they are a part of are consistent with a safe, respectful and inclusive culture.

AS A TEAM MEMBER:

- Participate in training programs as required to support a safe, respectful, and inclusive organisational culture.
- Utilise relevant procedures in raising a workplace internal grievance or complaint.
- Model safe, respectful and inclusive conduct.

MEASURING OUR SUCCESS (THRIVING):

- Team members completing online or face-to-face training programs as evidenced through LMS365.
- Review of recruitment practices to ensure job advertisements, position descriptions, interview questions, contracts and supporting recruitment materials reflect our focus on building a safe, respectful and inclusive culture.
- Induction material to include our operation of a safe, respectful and inclusive culture.
- Through consultation, determine actions that can be taken to reduce the gender pay gap to be measured annually.





What will we do

AS TRINITY COLLEGE:

- Develop and implement the Trinity College Career & Performance Program – which will support the measurement of staff achievements and, development opportunities and career goals.
- Identify and implement tools to fairly assess and develop leaders and staff holding key positions within the College.
- Continue building the LMS365 platform, including quality e-learning modules, to ensure our current and future workforce requirements meet our Trinity College Strategic plan.
- Continue to work in consultation with the Director of Pedagogy & Practice and the Trinity Institute to measure the curriculum delivery of our staff aligning with the Trinity Education Model (TEM) through:
 - Conducting an annual needs analysis, reviewing core teaching and pedagogy practice, leadership capability and technical capability (as per annual TEM audit)
 - Support the Individual Practice Reflection procedure
 - Capturing data from all stakeholder groups to act on broader development opportunities across the College
- Continue to work in consultation with executive leaders to measure service delivery and track professional growth and development opportunities for administration and support staff.
- Through our Trinity Institute, develop a mentoring and coaching program to support newly graduated teachers and staff seeking career growth and development.
- Facilitated by the Trinity Institute, we develop links to universities and relevant bodies to extend our connections, deliver industry-leading professional development programs, foster skills growth, and assist in staff recruitment.
- Support our teaching staff in continuing their professional growth journey, including obtaining further qualifications in the HAT and HALT professional standards for teachers.

AS LEADERS:

- Actively implement the Trinity College Career & Performance Program, providing staff with fair, honest and relevant feedback to strengthen our succession programs.
- Create opportunities for creativity, innovation and professional development.
- Generate interest in the Trinity Institute, the TEM, and other industry-leading initiatives

- Mentor and coach team members and support reasonable cross-skilling opportunities to ensure the best use of our internal capability in the first instance.
- Contribute strategically to the annual needs analysis and any other workforce planning program.
- Actively support and lead knowledge-sharing activities and professional development programs for staff.

AS A TEAM MEMBER:

- Take responsibility for your career and skill building by participating in the Trinity College Career & Performance Program and regularly reviewing skills and capability needs to deliver success every day.
- Take opportunities to build your skills through:
 - Identifying mentors and best practice providers
 - Actively participate in knowledge-sharing activities with colleagues and through the Trinity Institute
 - Take an active interest in identifying and attending professional development opportunities
 - Lead, support and participate in research activities conducted through the Trinity Institute
- Share your network - particularly knowledge of professional development and innovative pedagogy and practice programs.

MEASURING OUR SUCCESS (THRIVING):

- Seek and review team member feedback on professional development programs.
- Measure staff numbers who participate in training and development programs using LMS365.
- Design, consult and implement the Performance Program to be delivered in 2024/2025.
- Using Performance Program and Career Development data, measure the percentage of staff who participate in:
 - Activities that support teaching and pedagogy practices
 - Skills training for administration and support staff
 - Role-specific training
 - Conferences or Seminars supporting professional development
 - Systems training
 - Leadership development activities
 - Work Health and Safety and Workplace responsibility training
 - Enrichment activities to support career growth
 - Formal tertiary studies supported through the Trinity Institute



What will we do

AS TRINITY COLLEGE:

- Ensure our HR services are delivered proactively, responsively and accurately for consistent outcomes.
- Design an HR Information System with the capability to incorporate many of our required components to support solid data management for personal, team and organisational outcomes:
 - People core data storage to manage the entire employee life cycle at Trinity College
 - Online time and attendance system with a direct feed to timesheets
 - Updated payroll system to include Award/EA interpretation
 - Recruitment software to support consistency in application screening and candidate selection
 - Performance management system online, supporting the ability for continued personal and career development recording
 - Learning Management System (LMS365) platform to host online development and required training, capturing attendance and competency
 - Onboarding of new staff to ensure we capture all resource requirements, setting employees' success on day 1
 - Reporting tools that will support our compliance obligations
 - Support an employee interface - sharing of information across a common platform
- Continue to review and develop position descriptions across Trinity College, ensuring consistency and accuracy to our current demands and role requirements.
- Ensure that an HRIS is built to record and measure our required areas of compliance. This may be evidenced in the LMS365 platform and CompliSpace.

AS LEADERS:

- Engage with the HR systems model, including the continuous evaluation of performance and evolution in design.
- Ensure that all data is accurate, consistent, secure and complies with legal requirements.
- Support coordination of activities across all business areas to support onboarding success.
- Share changes in conditions and practice before they arise, safeguarding fairness, accuracy and compliance.
- Deliver a commitment to consistency across all Schools and functions of Trinity College.

AS A TEAM MEMBER:

- Through consultative mechanisms, share views on elements of an HR system requiring further explanation.
- Support the implementation of any new system as requested, including planning, stakeholder engagement, data management, testing, and feedback response.
- Actively participate in LMS365 for the delivery of training and professional development activities and attendance records.

MEASURING OUR SUCCESS (THRIVING):

- Development of a business case supporting an HRIS to deliver critical objectives.
- Partner with a suitably qualified and experienced provider to support all areas of implementation and systems management.
- Through a stakeholder working group, establish critical goals and outcome expectations with stages of measurement and feedback to ensure project accountability.
- Resource and process optimisation - relieving current administration burden and repetition of tasks.



In conclusion

Much of what is presented in the People Plan is the start of an integrated approach to leading, supporting and influencing our staff in the continued delivery of exceptional service across Trinity College.

This plan provides clarity of purpose and commitment to execute. Trinity College is steadfast in building and strengthening our capacity to deliver and is committed to prioritising our most valuable asset: our people.



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