

Concurrent Session A
Monday 31 August
10.50am – 11.40am

TEMG
Leading
Locally
Competing
Globally



30 Aug – 2 Sep 2015
Novotel North Beach Wollongong



Session 3

The Role of Leaders in Enhancing University Employer Attractiveness for Talented Academic Staff
Dan Abell

LH Martin Institute

Dan is a PhD student of the LH Martin Institute (University of Melbourne), and Lecturer in HRM Management at CQUniversity Brisbane. Using the challenge of attracting academic staff to regional universities as a basis for exploration, Dan's research examines organisational attractiveness for talented early career knowledge employees. This research involves investigating the nexus between human resource management, marketing and organizational strategy in the higher education sector. Dan is a graduate of the LH Martin Institute Master of Tertiary Education Management, and holds a Masters degree in Human Resource Management, Graduate Certificate in Advanced Learning and Leadership, and Bachelor of Learning Management. Dan is the recipient of numerous teaching awards including the CQUniversity Brisbane 'Lecturer of the Year' award, 'CQUniversity Office of Learning & Teaching Director's Award for Learning and Teaching', 'Campus Director's Award for Learning and Teaching', and the 'Deputy Vice Chancellor (International) Award for Excellence in Learning and Teaching'.

As employers in the knowledge economy, Australian universities seek to attract talented academic employees. Contemporary human resource management thinking holds that the inimitability of human capital positions employees as an integral source of advantage. As such, the attraction of talented employees is crucial to success. Employer attractiveness considers the perception of the organisation as an employer of choice by talented individuals who could be leveraged as sources of unique, sustainable competitive advantage.

Employee attraction is a known concern for Australian universities, with recent studies supporting the challenges faced. Historical concerns regarding such recruitment difficulties may be exacerbated by recent trends in the ageing academic workforce, concerns regarding the attractiveness of the vocation, global mobility and competition from other industries.

If attraction is to be considered an important strategic human resource management activity, then it is sensible to consider the nature of organisational attraction, and the organisational traits which can be exploited or leveraged for their capacity to attract talent.

Leaders have the capacity to influence those organisational traits which may be considered attractive or unattractive, due to their role in driving organisational culture, decision making, strategy, job design and providing opportunities for career development and growth.

This presentation and paper explores those areas where leadership attention could be directed if the university were endeavouring to enhance its attractiveness in the employee marketplace.