

**Human Resources Strategic Plan
2019-2022
Prince of Songkla University, Pattani Campus**

Executive Summary

Prince of Songkla University, Pattani Campus, the first university in South of Thailand, is one of the main five campuses of Prince of Songkla University. Pattani Campus, situated on the seafront in Pattani Province, is a campus with a multicultural society, the centre of diverse cultures and traditions, and rich in resources. Human resources function at Prince of Songkla University, Pattani Campus is driven by Personnel section within General Administration Division. HR policy is derived from a university and to reinforce to all campuses. However, there are internal HR policy, not to contradict with the main university HR policy, which can be applied to all employees in Pattani campus.

PSU People Strategy is developed in consultation with institutions set out the projects and initiatives that will aim to 1) provide a stimulating and rewarding environment for staff at all levels 2) support institutions in preparing for the people challenges they will face 3) provide a competitive advantage to the University. There are 5 aspects to achieve 1) Recruitment and Selection, with the main objective to ensure recruitment is fair, rigorous, agile and professional 2) Onboarding Process, with the main objective to create new employee awareness of organization culture, vision, mission and corporate shared values, which will increase in to build employee engagement 3) Training and Development, with the main objective to offer personal and professional development to all staff to enable them to fully contribute to the University and reach their full potential 4) Performance Management, with the main objective to improve employee's performance and surface the greatest potential, and 5) Career Planning, with the main objective to ensure our people experience a supportive environment in which to grow and achieve their potential

HRM: Overview of the Current state

HR division Overview :

Human resources function at Prince of Songkla University, Pattani Campus is driven by Personnel section under General Administration Division. There are 4 employees in Personnel section mainly to support 70 workforces at President office. Besides, there are 1 to 2 designated employee who is responsible for Human resources function in respective faculty and institute in Pattani campus. From this organization structure, the university established a Human Resources Community of Practices (CoP) to engage all HR staffs in the Pattani campus towards one direction of working. However, principal rules and regulation regards to human resource management is derived from University's Human Resources Department situated in Hatyai campus. Thus, main responsibility of personnel section at Pattani campus is to ensure that human resources rules and regulation of the university is employed to the employees in Pattani campus. Nevertheless, decentralized organization structure of the university enables Pattani campus to make a decision on any related operation management matters. Main challenge of Personnel section in Pattani campus is to maintain the harmony and standardize the human resource management function in every faculties and institutes throughout the Pattani campus, nevertheless, it must be synchronized with the practices of the university.

The operating context: Internal Environment

Prince of Songkla University, Pattani Campus has explicit university rules and regulations that enable human resource personnel to adhere with. For any conflicts occurred in the Pattani campus, the direction of decision making is to refer to the university rules and regulations. Variety of communication channels available in the campus for instance email, e-Doc system, and social network application i.e. Line made the communication easier and more rapid with the dimension of two-way communication. Most employees in the campus is passionate and specialized in certain areas. Even though Pattani is not the first priority of working place, but once they are employed, they are dedicated to work. Decentralized organization structure arranged by the university and campus made the operation flow more agile and easier to work. Since the decision making is not necessary to be made by the highest level in Pattani campus, faculty and institute are able to work rapidly with more empowerment. Finally, Pattani campus has in-house programmers who are capable to develop and deploy in-house software to be used to ease the work process in the campus.

Even though Pattani Campus claimed that explicit university rules and regulations enable human resource personnel to work accordingly, however, our staffs are not well regulate with the university rules and regulation which later lead to false recommendation to the other employees in the campus. This is due to the different level of understanding of human resource personnel who work separately and individually in the faculty and institute. Moreover, designated employee in faculty and institute who is responsible for human resource function has additional job scope with diverse responsibilities. These employees are unable to focus on the human resource function role. Lack of skills in human resource management either from less experience or mismatched qualification of the employees construct the low self-esteem in person. Furthermore, knowledge management among human resource personnel is not well equipped. Expertise and knowledge worker has less opportunity to share and transfer knowledge to other employees. Standard of Procedure to support employees in the Pattani campus is not written in any materials, thus, different human resource personnel is working on his own standard. Lastly, in-house IT system is available only in Thai language version, lead to difficulty for human resource personnel to support foreign employees.

The operating context: External Environment

External environment that has positive impact is the opportunity to the Personnel section of the Pattani campus. These factors are beyond the capacity to control, nevertheless, organization shall be adaptive to the changed environments. Due to the deep south crisis in Pattani, additional sponsorship is made available for staff development purpose. Consequently, our employees have great opportunity to learn and grow in their career path through trainings and workshops. Several motivation techniques have been applied to attract employees to remain in the organization for instance doubled year of services for government servant, location fees on top of the basic salary, free of charge accommodation which located inside the campus, and the government border service medal to honor the bravery. Modern technology available in digital world is enhancing work process and automating the manual procedures. Finally, National Education Act and University Act enable agile and flexibility in the organization structure.

Several external environment factors challenge the organization to make swift response to the changes that are not controllable. Nevertheless, organization shall be able to analyze those challenges and manage them with the strengths acquired or propose set of strategies to overcome. Deep south crisis has been key challenge to Pattani campus for the past 10 years. It create difficulty to pool good candidates to apply and work in Pattani campus. General perception by non-deep south resident is perceived as a threatening location and unsafe. Many good employees requested for a relocation to another campus. Some positions have been unfilled for many months due to unmatched qualification of the job applicants. Even in some occasions that Pattani campus organize an event or workshop, it is unlikely that expertise or specialists accepting the invitation. Thus, we need to transfer our employees to other location for the purpose of training or workshop. Lastly, economic condition endorse high cost living in which result in demand for higher compensation from employees to fulfill their needs. Moreover, when employees are dissatisfied with the benefits and compensation, they are gradually demotivated.

Vision, Mission and Values

The strategic plan should be communicated to all relevant individuals, including stakeholders. It should include the following:

Vision statement

Strategic vision of Personnel section at Prince of Songkla University, Pattani Campus is strategically-driven organization in human resource management that effectively supports the vision of Prince of Songkla University

Mission statement

Strategic mission of Personnel section at Prince of Songkla University, Pattani Campus is

- 1) Proactive and client-focused Human Resources service delivery
- 2) Integrating technologies and innovation into practices
- 3) Maximize individual and organizational potential with good governance

HRM Values

Strategic Shared Values is represented with “SERVICE” which;

- S for Strategically
- E for Empathy
- R for Responsibility
- V for Validity
- I for Integrity
- C for Committed
- E for Ethical

Strategic Objectives for Human Resources

PSU People Strategy is developed in consultation with institutions set out the projects and initiatives that will aim to

- 1) provide a stimulating and rewarding environment for staff at all levels
- 2) support institutions in preparing for the people challenges they will face
- 3) provide a competitive advantage to the University

ACTION PLAN

STRATEGY 1 : RECRUITMENT AND SELECTION

OBJECTIVE : TO ENSURE RECRUITMENT IS FAIR, RIGOROUS, AGILE AND PROFESSIONAL

<i>Title action</i>	<i>Indicator(s) / KPI(s)</i>
<i>1.1 Review current procedures</i>	<i>To ensure no policy conflict (0% conflict)</i>
<i>1.2 Reassess job description and job specification</i>	<i>All job description for every positions are reviewed (100%)</i>
<i>1.3 Develop training for all those involved in recruitment</i>	<i>All HR personnel who is involved in recruitment and selection are trained (100%)</i>

STRATEGY 2 : ONBOARDING PROCESS

OBJECTIVE : TO CREATE NEW EMPLOYEE AWARENESS OF ORGANIZATION CULTURE, VISION, MISSION AND CORPORATE SHARED VALUES, WHICH WILL INCREASE IN TO BUILD EMPLOYEE ENGAGEMENT

<i>Title action</i>	<i>Indicator(s) / KPI(s)</i>
<i>2.1 Review on-boarding process and create standard of process</i>	<i>Standard of process for on-boarding process is completed</i>
<i>2.2 Schedule new employee orientation throughout the year</i>	<i>New employee orientation is scheduled and informed to all faculties</i>

STRATEGY 3 : TRAINING AND DEVELOPMENT

OBJECTIVE : TO OFFER PERSONAL AND PROFESSIONAL DEVELOPMENT TO ALL STAFF TO ENABLE THEM TO FULLY CONTRIBUTE TO THE UNIVERSITY AND REACH THEIR FULL POTENTIAL

<i>Title action</i>	<i>Indicator(s) / KPI(s)</i>
<i>3.1 Carry out Training Needs Analysis</i>	<i>70% of the number of total employees shall participated in this questionnaires to survey on employee training needs</i>
<i>3.2 Provide training on general skills and specific professional skills</i>	<i>70% of the number of total employees attended at least 1 training per year</i>

STRATEGY 4 : PERFORMANCE MANAGEMENT

OBJECTIVE : TO IMPROVE EMPLOYEE’S PERFORMANCE AND SURFACE THE GREATEST POTENTIAL

<i>Title action</i>	<i>Indicator(s) / KPI(s)</i>
<i>4.1 Employee Coaching for 30 minutes per session to discuss on how to improve work performance</i>	<ul style="list-style-type: none"> • 100% of coaching activity is recorded in the coaching database • 100% of all employees must be coached by their supervisor
<i>4.2 Provide training for managerial position who need to coach their employees</i>	<i>100% of all managers attended the training</i>

STRATEGY 5 : TRAINING AND DEVELOPMENT

OBJECTIVE : OFFER PERSONAL AND PROFESSIONAL DEVELOPMENT TO ALL STAFF TO ENABLE THEM TO FULLY CONTRIBUTE TO THE UNIVERSITY AND REACH THEIR FULL POTENTIAL

<i>Title action</i>	<i>Indicator(s) / KPI(s)</i>
<i>5.1 Develop career paths for academic staff and support staff</i>	<i>Career paths for academic staff and support staff is launched to the employees</i>
<i>5.2 Develop suite of HR policies and case management tools for effective people management</i>	<i>Policy is drafted and applied to employees</i>