

HUMAN RESOURCES STRATEGIC PLAN and ACTION PLAN

2019-2022

QUY NHON UNIVERSITY

VIỆT NAM

EXECUTIVE SUMMARY

Affiliated with the Ministry of Education and Training, over-forty-year-over Quy Nhon University, is a large state tertiary institution in the geographical region of Vietnam Central Coast and Highlands. It is missioned to produce high-quality manpower for the social, economic, and cultural development of the region. The University is located in the heart of coastal Quy Nhon City, a land rich in history and multicultural traditions. Its human resources management is mainly operated by Office of Personnel, providing consultation to the Board of Trustees for decision making in HRM issues. Because the University is a state institution, affiliated with the Ministry of Education and Training, much of its HRM policy must not contradict with the Ministry's policies and specifications.

Specific HRM strategy and specifications of the institution are usually based on the guidance from high-level management organizations and in consultation with its unit offices and faculties. The strategy is aimed to

- 1) provide a stimulating and rewarding environment for staff at all levels;
- 2) support its operating units and faculties in preparing for changes they are likely to face;
- 3) provide a competitive advantage to the University

There are five aspects to achieve:

- 1) Recruitment and Selection (to ensure recruitment is fair, rigorous, agile, and professional);
- 2) Onboarding Process (to build awareness for new employees about organization, vision, mission, and values, to enhance their involvement and engagement in the workplace);
- 3) Training and Development (to ensure new employees to develop their personal and professional development, giving them opportunities to make greatest contributions to the University and reach their full potential);
- 4) Performance Management (to improve the performance of staff in the workplace at their full potential);
- 5) Career Planning (to ensure employees to pursue their career development with fully support, enabling them to get more engaged and improve their performance)

HUMAN RESOURCES DIVISION OVERVIEW

Human resources function at Quy Nhon University is driven by Office of Personnel under the direct direction of the Rector. The Office is responsible for offering consultation and helping the Rector to build and manage the University's organization, boards of directors, and leading structure. It is also in charge of HR planning, staff designation and management, and HR development. The Office of Personnel is served by 5 persons, including the director and a vice director, ensuring acceptable tasks of consultation, management, plan building, and other operation matters. As aforementioned, Quy Nhon University is a state institution, affiliated with the Ministry of Education and Training, much of its HR management including its policy and specifications must follow those issued by its higher stakeholders.

OPERATION CONTEXT: Internal Environment

Quy Nhon University has a relatively complete bulk of university rules and regulations that give guidelines to how HR management is operated. Fulfillments of specific tasks are from detailed designations and expectations from individual work positions. These regulating documents also specify how to carry out staff evaluation (for both lecturing and research staff and support staff), ensuring the management goes smoothly. If there are any conflicts, decisions made to tackle them are based on must comply with the procedures regulated in the University's rules and regulations.

HR information is spread through the University's people through hardcopy document delivery or sometimes via instant email. Although for some people, Quy Nhon University is not a priority to be chosen as their workplace, most of the staffs are devoted to work once they have been engaged in the University's environment. Currently, in addition to the student credit management system, the institution is now implementing the building of online systems for both human resources management and research management. These are expected to help to enhance the institution's operation in general and its human resources management in particular.

Even though the University has a relatively full of rules and regulations for each of the unit offices and faculties, influencing individuals, at times some of the employees are in lack of involvement, also leading to misunderstanding other employees. This problem is often derived from some supportive employees working at the unit offices and faculties' lagging from the updated information. Also, these employees are in charge of other tasks, leading to less concentration on human resources management. Furthermore, knowledge management among human resources staffs is not well equipped. Expertise and knowledge worker has less opportunity to share and transfer knowledge to other employees. And finally, there are at times insufficient

collaboration between affiliated units and among human resources staffs, thereby partly decreasing the quality of human resources management.

THE OPERATING CONTEXT: External Environment

Current external factors have both positive and negative impacts on the University's human resources management. Although these factors are often out of control, they are at the same time serve as motivators for the institution to adapt itself for the changing environment.

The first favorable factor is the on-going tendency of university autonomy being encouraged in Vietnam. Higher education institutions in the country are given more autonomy in their education, scientific research, technology transfer, international integration, and financial autonomy. Quy Nhon University is not revolved away from that tendency; it must bear changes in all perspectives to be adaptive to the changes of the modern era, including the autonomy in human resources management and development.

Secondly, Quy Nhon City, where the University is located, is rising as an attractive destination for tourists and investors of all fields. Many of these economic fields attract the University's graduates, particularly those of tourism, finance, business, technology and engineering. This fact is helping to raise the importance and highlight the status of the University, making it an attractive workplace for talented people and making it a place that they want to work longer. Moreover, the surrounding community is developed in terms of diverse work environment and extended international cooperation, which enables the university's employees to develop their personal and professional career by contacting with new and innovative knowledge and attending seminars and workshops. Additionally, the development of modern technology in the digital world is making greater contributions to the personal and professional development of the institution's employees.

However, the external factors also bring challenges that require the University to adapt itself timely. The first might be the rapid increase of new knowledge and skills that some of the university's human resources personnel fail to keep up to date, due to their limited skills in technology, foreign languages, and their insufficient forward thinking. Moreover, some previously-employed staffs who are now at their high ages find themselves slow in demanding the new-age needs. That is not to mention those who do not have the right qualification for their position, thereby leading to their low performance. The socio-economic development of the locality has raised the living expenses, leading to their requirements of acceptable compensation and benefits to meet their basic living. Some younger employees experience difficulties with their

monthly income from the institution, so they have to do part time jobs, leading to distraction from their work performance and professional development. This definitely leads to a brain drain from the University because private institutions offer higher compensations and benefits.

VISION, MISSION, VALUES

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

Vision statement

The strategic vision of human resources management at Quy Nhon University supports directly and effectively the vision of Quy Nhon University.

Mission statement

The strategic mission of human resources management at Quy Nhon University is:

- 1) to ensure its state-of-the-art and transparent policy of recruitment;
- 2) to provide and promote short and long term professional development which the national and international standards to fulfil the University's vision;
- 3) to strongly promote creativity, innovation, talent endorsement, and high-performance work;
- 4) to reorganize the structure of the University to meet the temporary needs of the society.

HRM Values

The University's HRM values reflect the institution's core values, as follows:

Responsibility - Professionalism - Quality - Creativity - Humanity

Strategic Objectives for Human Resources Management

Quy Nhon University's human resources management strategy is developed in consultation with its unit offices and faculties to set out specific activities that will aim to:

- 1) provide a stimulating and rewarding environment for staff at all levels and positions;
- 2) support unit offices and faculties in preparing for the staff to face challenges that may arise;
- 3) construct a competitive advantage to the University.

ACTION PLAN

Strategy 1: Recruitment and Selection

Objective: To ensure the recruitment policy is fair, transparent, agile and professional

<i>Title action</i>	<i>Responsible unit</i>	<i>Indicator(s) / KPI(s)</i>
<i>1.1. Reviewing current procedures</i>	<i>Office of Personnel</i>	<i>- to ensure no policy conflict</i>
<i>1.2. Reassessing job description and position specifications</i>	<i>Office of Personnel</i>	<i>- All job descriptions and post specifications are reassessed and accomplished.</i>
<i>1.3. Training and retraining employees in charge of recruitment and selection</i>	<i>Office of Personnel</i>	<i>- 100% recruitment staff are trained and retrained</i>

Strategy 2: On-boarding process

Objective: to build the awareness among new employees about the university organization culture, vision, mission and core values, which will increase the new employee engagement.

<i>Title action</i>	<i>Responsible unit</i>	<i>Indicator(s) / KPI(s)</i>
<i>2.1. Reviewing the onboarding process, building the process standards</i>	<i>Office of Personnel</i>	<i>- Standards and procedures of the onboarding process are completed.</i>
<i>2.2. Schedule the new employee orientation and professional development plan</i>	<i>Office of Personnel</i>	<i>- Schedule of new employee orientation and professional development plans are completed and informed to related unit offices or faculties</i>

Strategy 3: TRAINING AND DEVELOPMENT

OBJECTIVE: to offer personal and professional development to all staff to enable them to contribute to the university and reach their full potential.

<i>Title action</i>	<i>Responsible unit</i>	<i>Indicator(s) / KPI(s)</i>
<i>3.1. Carrying training and development needs analysis</i>	<i>Office of Personnel HRM Staff of other unit offices and faculties in coordination</i>	<ul style="list-style-type: none"> - At least 50% of the total employees participate in the training needs surveys; - Suggestions of training needs for their direct staff are collected from leaders of the unit offices and faculties; - A thorough analysis of the training needs is completed, and a detailed description of training needs is proposed. - Các bản mô tả nhu cầu đào tạo, tập huấn cho nhân sự
<i>3.2. Providing training courses on general skills and specific professional skills</i>	<i>Office of Personnel HRM Staff of other unit offices and faculties in coordination</i>	<ul style="list-style-type: none"> - At least 70% of the total employees attend one training per year - A number of employees are dispatched to seminars and workshops.-

Strategy 4: PERFORMANCE MANAGEMENT

Objective: to improve the staff's performance and help them to reach their full potential

<i>Title action</i>	<i>Responsible unit</i>	<i>Indicator(s) / KPI(s)</i>
<i>4.1. Implementing regular coaching for the staff by discussing how to improve their work performance</i>	<i>Leaders of the unit offices and faculties</i>	<ul style="list-style-type: none"> - All the staff are coached through discussions and all the coaching are recorded in the HRM database - Review reports on how each individual staff work during the week in weekly meetings of the unit offices or faculties.
<i>4.2. Providing training for managerial positions who need to coach their staff</i>	<i>Office of Personnel Leaders of the unit offices and faculties</i>	<i>100% of all managerial are trained</i>

Strategy 5: TRAINING AND DEVELOPMENT

OBJECTIVE: to offer personal and professional development to all staff to help them to fully contribute to the University and reach their full potential

<i>Title action</i>	<i>Responsible unit</i>	<i>Indicator(s) / KPI(s)</i>
<i>5.1. Developing professional career paths for academic staff and support staff</i>	<i>Office of Personnel Leaders of the unit offices and faculties</i>	<i>Career paths for academic staff and support staff is launched to the employees</i>
<i>5.2. Developing suite of HR policies and case management tools for effective people management</i>	<i>Office of Personnel</i>	<ul style="list-style-type: none"> - Policy is issued - Effective tools for management are invested and purchased

