



HR Strategic Plan

2019-2023

Royal University of Phnom Penh

Executive Summary

The Royal University of Phnom Penh (RUPP), founded in 1960, is one of the public universities, which is the oldest and largest university in Cambodia. The Royal University of Phnom Penh (RUPP), has undergone a series of transformations to become the leading national university in Cambodia. Other transformations are still happening. In the last five years, for example, RUPP has made considerable progresses in many areas including organizational structure, institutional governance, capacity building, infrastructure development, research, teaching and learning, curriculum development, and quality assurance. These achievements have encouraged RUPP management and faculty to strive harder to implement the institutional reform and achieve development goals.

Looking towards the future, RUPP will grasp opportunities and assume a key role in driving Cambodia's socio-economic development through the creation human capital and the provision of quality research, training and community service. RUPP aspires to contribute to achievement of the 2030 and 2050 national development goals of the Royal Government of Cambodia, as well as the higher education vision of the Ministry of Education, Youth, and Sport.

RUPP has around 20,000 students, 5 faculties, 1 institute, 8 offices and centers, 1 library and 2 corporation centers. RUPP has over 470 government staffs and over 500 contracted staffs to support the service for staffs and students (RUPP, 2018).

Currently HR unit is progressed under Personnel Office to manage all staffs including full-time, part-time, official, and contracted staffs, and also evaluate staffs' performance for promotion once staffs applied for. Human Resource Management is very important of each and every organization. Without Human Resource management and with only technical staffs, the outcomes/ result of the whole organization would not be satisfied enough. The Human Resource Management has to be in place in order to achieve maximizing output from effective and efficient HRM.

The HR strategic plan is aligned with Royal Government of Cambodia's Rectangular Strategy Phase IV 2018-2023 as the National strategic and then alignment with RUPP's strategic Plan 2019-2023 and also with the constrain of Policy on Higher Education Vision 2030.

HRM: Overview of the Current state

HR division Overview:

Royal University of Phnom Penh (RUPP) has 467 government staffs, 509 contracted staffs and 67 foreign staffs (RUPP, June 2019). To achieve the main goal of the organization as public university, we do need good management. The HRM is very concerned and was also presented in the SP2019-2023,

which is aligned with Rectangular Strategy National Development Strategic Plan 2018-2023, Education Law, Labour law, Ministry of Civil Work.

By 29th July 2019, RUPP launch and disseminate RUPP Strategic Plan (SP) 2019-2023. In this new RUPP's SP, the HRM development plan is also presented. It shows that, the HRM is still very concern as the important part in development the University to the new trends. Though, RUPP does not have HRM unit (or department) yet. All related work with HRM is currently lead by the management team in each faculty and also align to personnel office under the management line to Vice-Rector for Admin and HRM.

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The Chief of the RUPP Human Resource Office and the HR staff are responsible for operating and maintaining the HR systems, and for reporting on the HR performance and HR position of the RUPP. The HR unit will implement the approved RUPP HR procedures.

The operating context: Internal Environment

RUPP has achieved tremendous progress on almost all reforms, be it financial, human resource, research, academic, IT development, despite facing many challenges, high school exam reform, uncertainties of the world changes, threats and new demand of the people of all classes. The firm implementation of the RUPP's Strategic Plan 2014-18 resulted in major achievements that includes:

1. Categorizing Staffs

Government Staffs: are classified into the levels of Management Team, Teaching Staffs, Non-teaching Staff, Degrees, Faculties, Departments, Offices, Library, Centers, Oversea Study, Oversea Work (Teaching) and Suspension.

Contracted Staffs: are categorized into category of National Employees, International Employees, Teaching and Administrative Employees, Faculties, Departments, Offices, Centers, Library, Full time, Part time, Volunteer or Student Employees, Degrees.

2. Undertaking staff recruitment, promotion in a transparant competitive

Requesting new staffs or replacement with Job Description will be needed an approval from the

management team. A public announcement is required for certain period of time and recruitment committee is formed. Successfully selected candidate(s) are listed in a report and an approval by the Rector or Vice Rector in charge of Personnel has been signed.

- Bonus (Attendance Based Policy Academic Year 2016-17, 2017-18 and 2018-19): on Cambodian special occasions like Khmer New Year, Pchum Ben, and Women Right Day
- Health Check Up: RUPP provides yearly (for the last three years) health check to all Government and Full Time Contracted Staffs.
- New Deans VD, Head Dep. Head: more than 70 new Deans, Vice Deans, Head of Departments, Head of Offices, Deputy Head of Departments and Offices were promoted between 2014-18 and 13 new Vice Deans, Heads and Deputy Heads were officially promoted in 2019.
- Maternity Leave: not only Government women staffs are allowed to have three months off with fully pay, but also full time contracted staffs are permitted to take care of the new baby born.
- Government Staff Card and University Card were made for many privileges encounter Government policy and partners
- Firing: staffs who were absent without legal permission had been fired with the Council of Punishment. In 2016 , 2017 and 2018 at least two Governments staffs were fired from work.
- Resign: staffs who were not able to fully work on required tasks were allowed and urged to resign with certain allowance.

3. Internship, Fellowship, and Scholarship opportunities for working and studying abroad

- From March 2017 to March 2019, RUPP's staffs were invited and offered to join training short or longer courses, exchange programs, or staff mobility over 600 times
- Two Governmental Staffs are pursuing Post PhD; by 2023 more than 20 PhD holders will complete their Doctoral degrees, and at least two contracted staffs will get scholarship from SIDA to study PhD degree in major of Science this year.
- More than five Governmental staffs are invited or offered to teach Khmer Literature abroad yearly in China, Japan or Vietnam to name just a few.

4. Develop staff competence in teaching, learning, research and community service

Beside the overseas training courses, workshops conferences, exchange programs, or staff mobility, RUPP with Partners, NGOs, or Ministries frequently set up staff development programs both inside campus and outside the city.

Allowance for Research Office to run research activities are approved by Board of Director annually, started from the last several years.

Charity Day is celebrating every year to show off the one university one community, and the donation from the celebration are divided into two major parts: for prioritized disable, girl, and/or remoted urban students and for the remoted, highly demanded or orphanage community.

The operating context: External Environment

As the RUPP is having the both civil servant and non-civil servant as the university staff at the institution, Human Resource Management system should be aligned with the existing legal framework. The HR office must make sure the department complies with all of the laws so the RUPP is not exposed to regulatory actions, fines and lawsuits.

Most of these laws arose from the political process. The HR unit needs to carefully monitor the current political environment and closely work with the relevant line ministries related to the HR issues.

HRM legal framework for both Civil Servant and Non-Civil servant

The RUPP put in place the HRM system and process aligned with the legal frameworks for both civil servant and non-civil servant as a university staff at the respective HEI. These will include:

- MPF's Civil Servant legal framework for Civil Servant
 - Entry, Promotion, Exit, Retirement, Working hours, Leave and Holidays
 - Pay and Allowances, Social Security and Conduct Discipline, Performance
- MPF's Guideline on Performance Management for both Civil and Non-Civil servants
 - Department Annual Work Plan
 - Position Description
 - Terms of Reference
 - Attendance Control
 - Performance Report and Review
 - Performance Evaluation
- Cambodia Labor Law for Non-Civil servant
 - Labor contract

- Working conditions
- Hours of work
- Paid holidays, Leaves, Health and Safety

Vision, Mission and Values

Vision statement

To be Cambodia's flagship university with regional standing in teaching and learning, research and innovation, and social engagement.

Mission statement

- To contribute to national, regional, and global sustainable development and the preservation of national cultural and natural heritage by:
 - Equipping our students with the essential knowledge, skills, values, and attitudes required by the information- and knowledge-based society;
 - Providing high quality research and innovation; and
 - Being actively engaged with society.
- To ensure the efficiency and effectiveness of services provided by all levels of staff of the RUPP from senior management through faculty, center and department levels.

MISSION Formulation: Answer each of these questions.

What services and/ or products will the HR division offer?

Human Resource Office Structure should be organized into key Human Resource Management functions with a hierarchical structure where power is centralized at the top. Information flows up to the

Head and instructions will flow down to each unit:

- Recruitment unit: o Recruitment is a function of staffing which is making sure the university has the right number of employees with the right knowledge and skills in the right place in the institution.
 - The unit will seek to fill the vacancies, advertise vacancies, screen applicants, perform initial interviews, undertake necessary background checks, extend offers of employment.
- Performance appraisal unit: o Performance appraisal is a formal process of reviewing and assessing the performance of individual employees and teams concerning their effectiveness and productivity.
 - Administrative perspective: The unit will help identify strong and weak performers and thereby assist in making decisions regarding promotions, transfers, raises, bonuses and other types of employee rewards as well as termination from employment.
 - Development perspective: The process can be used to determine individual and organizational training and development needs. The performance appraisal process is not just about assessing an employee's past performance but also about helping an employee improve in the future.
- Compensation and Benefits Unit:
 - Compensation is pay for services during the course of employment. This can be direct (or monetary) compensation and indirect (or non-monetary) compensation in the form of benefits provided to the employee.
 - Direct compensation: The HEI utilizes direct compensation for employees, depending on their position. Employees are paid either a salary (or exempt) or an hourly wage (non-exempt) with an incentives or bonuses.
 - Indirect compensation: This non-monetary compensation can be used at HEI in the form of benefits to an employee in conjunction with direct compensation such as Health insurance, Retirement plan, Paid time off and other benefits.

Who are the people who may use or benefit from this services or products?

At Royal University of Phnom Penh, a full-time staff employee is one who is appointed to a position which is formally identified as an authorized full-time position in the personnel budget of the employing office and is scheduled to work at least 40 hours a week for more than three consecutive months.

A person who meets these requirements is a full-time employee. Only full-time employees are entitled to the benefits and privileges of regular employment, regardless of the nature of the duties performed or the number of hours worked per week.

A part-time employee is one who is not assigned to a full-time position in the personnel budget and works fewer than 20 hours per week or works any number of hours per

week for three consecutive months or less. Part-time employees are not entitled to the benefits and privileges of full-time staff except as required by law or provided specifically in writing by university policy.

Part-time staff members are appointed and approved by human resources. A Human Resources Action Form should be used to separate employees who leave before their designated end date.

Regular part-time appointments require yearly renewal. Renewals are implemented by routine completion of the contractual form.

Students of Royal University of Phnom Penh employed by the university are subject to the applicable definitions and limitations noted above, with the following exceptions. RUPP students may be employed for 40 hours or more per week without being considered a full-time employee.

Executive staff positions are vice rectors, principal academic deans, and other administrators expressly designated by the rector of the university. Executive staff positions are exempt from the university staff personnel employment, classification, promotion, and separation procedures.

Senior staff members manage a substantial academic or administrative program and usually report to an executive, or they are expressly designated as senior staff by the rector. Senior staff positions are exempt from university staff personnel employment, promotion, and separation procedures.

Administrative/professional staff positions require a professional level of training or administrative responsibilities. Administrative/professional positions are subject to the university's staff personnel policies and procedures for employment, classification, promotion, and separation.

Clerical, secretarial, technical, skilled craft and service positions involve operational duties in university offices, laboratories, and physical plant. They are subject to the university's staff personnel policies and procedures for employment, classification, promotion, and separation. Staff members in these groups are subject to the overtime provisions of the Cambodian Labor Law.

Exempt staff: "Exempt" staff members are those staff members exempt from overtime pay under federal and state law. In order to be classified as "exempt," an employee must meet the regulatory requirements for at least one of the following categories: bona fide executive; bona fide administrator; bona fide professional; computer employee; and outside sales person.

Non-exempt staff: This refers to staff members who are eligible for overtime pay under federal and state law. Overtime is work performed in excess of forty (40) hours per workweek.

Exempt and non-exempt status is determined by human resources on the basis of

detailed descriptions of individual positions, and by regulations published by the Cambodia Ministry of Labor governing the administration of the Cambodian Labor Law.

What are the reasons for the service?

The Royal University of Phnom Penh (RUPP) is the oldest and largest public university in Cambodia. It has contributed significantly to development of human resources for many sectors, especially in the training of teacher candidates for high schools and other public servant placements. As Cambodia will be integrated into the ASEAN Economic Community in 2015, there is a need for the RUPP to strengthen and expand its roles of teaching, research and service.

Situational analysis has informed us that the RUPP is facing a significant challenge in capacity development and thus requires comprehensive reform in terms of leadership and management, administration, finance, staffing and facilities. Our goals of putting the right people in the right places, improving methods of teaching and learning, enhancing institutional capacity for research and development, and developing infrastructure and campus services must be achieved in order to transform the current RUPP into Cambodia's flagship university.

At present, about 6 percent of our full-time staff holds doctoral degrees, 64 percent have master's degrees, others have just Bachelor degrees, but we still have about 7 percent of our administration and finance staff with educational background below bachelor degree level. We have almost 20,000 students and we have more scholarship students and less fee-paying students than other large public universities. For many reasons, our administrative and financial services are non-responsive to the current needs of the University. Faculty development for research, consultancy and community service has been a challenge for many years due to limited institutional and staff capacity.

Under the framework of the Law on Education, the Policy on Higher Education Vision 2030, and the Education Strategic Plan 2014-2018, a task force of the RUPP under the leadership of the Rector was created including a Steering Committee and a Technical Working Group. In consultation with the University community, these groups were tasked with preparing this strategic plan delineating what steps are needed and in what order they need to be taken to reform the RUPP over the period 2019-2023.

Why will the service exist?

The purpose of the service exist is to ensure the efficiency and effectiveness of services provided by all levels of staff of the RUPP from senior management through faculty, center and department levels. This work includes the essential contributions of the administration, finance and academic offices of the university with following up by the

HR unit. The strong commitment of the entire team of the RUPP will guarantee the operationalization of our vision, missions, goals and strategies as outlined in this plan for reform.

Now combine all the answers into one statement of purpose.

The purpose of the HRM exist is to ensure the efficiency and effectiveness of services provided by all levels of staff of the RUPP from senior management through faculty, center and department levels.

HRM Values

Creativity, Openness, Responsibility, Excellence (CORE)

Human Resource Strategic Themes

ACTION PLAN

OBJECTIVE 1 ENHANCE TEACHING AND LEARNING

Title action	Responsible unit	Indicator(s) / KPI(s)
Enhance capacity building, professional development, and lifelong learning	Related offices and faculties	<ul style="list-style-type: none"> - Reactivate the Continuing Education Center (CEC) (In year 3) - Support and Enhance staff mobilities in admin work and professional/teaching mobilities. - Support and Enhance Staff to work in Capacity Building Projects.
Improve teaching and non-teaching staff's working condition and motivation	Related offices – e.g International	<ul style="list-style-type: none"> - Introduce a salary supplement scheme for certain teaching staff - Introduce RUPP's

	Relation Office and faculties	awards for superior work performance
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OBJECTIVE 2 FURTHER IMPROVE STAFF SERVICE

Title action	Responsible unit	Indicator(s) / KPI(s)
Further improve the accessibility of staff with disabilities	Personnel and Admin office	<ul style="list-style-type: none"> - Report on staffs with disability - Annual feedback form collection and evaluation
Organize leadership development programs for management, faculty, and students	Personnel and faculties of education	<ul style="list-style-type: none"> - Invitation for guest lecture once a year - Annual report on performance improvement - Annual feedback form collection and evaluation - Do short course training annually

OBJECTIVE 3 STAFF DEVELOPMENT

Title action	Responsible unit	Indicator(s) / KPI(s)
Promote staff mobility to ASEAN and Europe	Personnel, IR office, and faculties	<ul style="list-style-type: none"> - Disseminate to all faculties and admin staffs - From 2/3 of representative from 32 departments and all representative of Admin Affair got the opportunities
Enhance STEM education and training	Personnel and faculties	<ul style="list-style-type: none"> - Do short course on STEM twice a year to staffs by faculty's members of Science and Engineering - Disseminate to all faculties and admin staffs

OBJECTIVE 4 Retention and performance management

Title action	Responsible unit	Indicator(s) / KPI(s)
Introduce a salary supplement scheme for certain teaching staff; award for superior performance.	Personnel office and management	<ul style="list-style-type: none"> - Disseminate to all faculties and admin staffs about the guideline - Form committee to work on analysis and to selection the applicants' request for promotion. - Do evaluation once a year, during November.
Work on competency Model	Personnel office	<ul style="list-style-type: none"> - Disseminate to all faculties and admin staffs about the policy - Annual feedback form collection and evaluation

OBJECTIVE 5 Human Resource Information Systems

Title action	Responsible unit	Indicator(s) / KPI(s)
Human Resource Information System	Personnel office and IT Center	<ul style="list-style-type: none"> - Request to university level - Work with IT Center to select the product and to work with procurement office
Create name cards that are scalable to the Information System	Personnel office and IT Center	<ul style="list-style-type: none"> - For all faculties staffs and admin staffs - For all contracted staffs
Scan personnel's hard copies document to Information System	Personnel office	<ul style="list-style-type: none"> - For all hard copies document - Recruit 2 staffs for data clerks

