

THE UD'S HUMAN RESOURCES DEVELOPMENT STRATEGY TO 2025 AND A VISION TO 2035

(HR strategy and action plan)

Introduction

1. Background

The investment in research and development of human resources is always an important mission of the University of Danang (UD). With more than 2,300 staff and more than 55,000 students, UD has had a lot of policies and guidelines on the staff mission.

As a result, UD's cadres and lecturers are constantly improved in quality and quantity, creating an important internal force for UD's development.

Challenges

In order to establish a strategy and orientation for developing into a research university, UD must aim to:

- (1) effectively exploit the human resources to develop UD into a research university.
- (2) establish policies to ensure benefits for employees who have a strong attachment to UD.
- (3) organize training courses to improve professional skills.
- (4) build a professional working environment, creating maximum conditions for UD's cadres to have opportunities to promote their capacity.

2. Goal

General goal

Make human resources factor become an important foundation and advantage for UD's development

Specific goals

- Establish cadres and lecturers having skills and qualifications meeting the developmental need;
- Build human resources having both quality and quantity; with the attitude and capacity meeting the requirements.
- Build a contingent of professional leaders, managers and officers.
- Build a basic team of lecturers and researchers adapting well to the integration trend;
- Build a professional, scientific and cohesive working environment.

3. Specific targets

No.	Criteria	Targets		
		2018	2025	2035
1	The network development planning			
	The number of UD's member universities	5	9	12
	The number of affiliated faculties	56	77	97
	The number of affiliated institutes and centers	39	57	71
2	Staff			
	The scale of staff	2348	3085	3364
	The scale of lecturers	1458	2150	2520
	The proportion of Dr./Dr. Sc. of lecturers	23%	40%	55%
	The proportion of Prof./Assoc. Prof. of lecturers	6,1%	10%	20%
	The proportion of specialized specific staff (only in charge of scientific research and technology transfer activities)	0,05%	3%	10%

3	International integration			
	The number of staff joined in mobility program/year	109	385	749
	The number of foreign staff joined in mobility program at UD	328	578	1000

4. Steering viewpoint

- 1) Based on "the development strategy of the University of Danang to 2025 and vision to 2035".
- 2) Based on the need of UD's actual human resources, UD member universities and affiliated units.
- 3) Comprehensively develop human resources, including factors such as physical force, knowledge, career skills, behavior and political and social awareness ...
- 4) The human resource development of UD must accompany with the development trend of the era and international cooperation.
- 5) Ensure the common and private fairness and benefits.

5. Key solution and mission

5.1. Innovate the awareness on the development and use of human resources:

- Human being is the foundation and the deciding factor.
- Establish the human resource development planning which is sync with the general development strategy and plan.
- Use, evaluate and treat in accordance with the nature.
- Rationally adjust the structure of staff (leaders, managers, lecturers, researchers and officers ...)

5.2. Renew the management mission on the development and use of human resources:

- The planning for human resources development is an important task -> There must be specific strategies and action plans.
- Fundamentally renovate the management mechanism: in the direction that UD (1) only performs the state management function through regulations and guidelines on planning, recruitment, appointment, evaluation and (2) assigns autonomy to UD member universities.
- Develop a set of criteria for the annual development and use of human resources
- Develop regulations, mechanisms and policies to promote the staff training mission and attract talents to work at UD.

5.3. The innovation of recruitment mission:

- Assess and continually improve the process and documents on recruitment;
- Enhance different channels to find, discover and recruit excellent individuals;
- Promote the role of Recruitment Council.

5.4. Strengthen the mission of training and fostering

- Develop a plan and effectively implement the mission of training and fostering.
- Innovate the mission of the training, fostering and policies of using officials... from the bottom up.
- Attach special importance to fostering to improve levels and skills of foreign languages.

5.5. Talent management

- Build an enabling environment to develop capacity of each individual.
- Focus on establishing the career development plans (assisting individuals to establish career development plans and increase the ability to approach the development opportunities);
- Provide consulting activities, resources and services to support individuals in the sustainable development of career;

- Develop a set of personnel policies and appropriate management tools for effective management.

5.6. Innovate the evaluation methods and remuneration policies

- Establish policies and conduct the evaluation and reward fairly and competitively.
- Develop and devise a sustainable reward strategy;
- Develop and provide a powerful and effective strategy to bring benefits for workers;
- Improve data for rewarding and supporting on issuing a decision;
- Develop initiatives on housing, health care, rest and other benefits (from different sources);
- Improve communication and the way to consider rewarding each year.

5.7. Create a working environment

- Build a healthy, open, transparent, fair and mutually beneficial working environment;
- Build an effective interaction environment between leaders, managers and officials;
- Build a diverse and appropriate working environment so that staff can maximize their forte and capacity;
- Enhance the diversity at all levels of leadership and management;
- Improve the progress on gender equality and shorten gender gaps in the staff;
- Maintain the compliance and carry out the policies, regulations of university.

6. The organization of implementation

6.1. The University of Danang

- Successfully implement the UD's development strategy to 2025, vision to 2035 (with the attention from central and local ministries), enhance the mission of communication and introduction to raise awareness on the strategy

implementation, as well as attract the interest of domestic and foreign agencies, organizations and partners.

- Direct to establish the 5-year and annual development plans to identify specific targets in accordance with the implementation itinerary of strategy.
- Direct, inspect and supervise the establishment and implementation of the development strategy of each member university in accordance with the orientation of UD's development strategy.
- Regularly direct to review, evaluate, adjust and supplement the plan targets in accordance with the context and requirements of UD's development.

6.2. Member universities and affiliated units

- Extensively disseminate contents of the strategy.
- Establish the development strategy and corresponding plans.
- Actively mobilize and develop resources to organize the plan implementation.
- Annually, report to UD on the implementation of plans and recommendations to adjust targets in accordance to the units' practical./.

6.3. Administrative divisions and units

Management principles

1. Always maintain respect, equality, kindness and mildness in behavior
2. Resolve policies for staff as for yourself, your parents, your spouses, your brothers and sisters, and your children
3. Everyone has needs to develop themselves, therefore, must encourage them to freely try their best.
4. Enhance dialogue, honest dialogue and responsibility, do not wait until the conference happening.
5. Leaders and managers must set an example and a sense of self-fulfillment of their duties before you are respected by officers. Go ahead in hard work, go behind in benefits

6. UD's Viewpoints: competition in income is limited therefore, it should be better if you focus on creating a democratic and fair working environment, with equal opportunities for dedication to retain talents.

7. The leaders must throw away the sense of power but replace it with the spirit of demand, dialogue, equality, persuasion and exemplarity in all activities.