

MUTAH UNIVERSITY



Executive Summary

The Human Resources Department (henceforth, HRD) is responsible for implementing the University's policy in terms of providing the necessary qualified academic, administrative and technical personnel. So that Human Resources is committed to playing a key role in creating a great place to work. We aim to enable our highly knowledgeable workforce to perform in a solution-oriented, creative, resourceful, and flexible manner. To create and sustain a workplace culture of excellence and high engagement, foster innovation and growth, promote diversity and respect, and support the integration of the demands of work and life.

The HR Strategic Plan is a document, that sets the direction for the Department to address the trends and challenges of the Mutah university, are encountering now and in the five years to come.

HRM: Overview of the Current state

HR division Overview:

The Human Resources department at Mutah University was established in 1985. Its organizational structure consists of:

- o Director of the Department
- o Assistant to the Department Director
- o Diwan (clerical staff)

and FIVE divisions:

- Staff and Users Division.
- Division of academic staff.
- Records and Files Division.
- Personnel Services Division.
- Social Security Division.

The Human Resources Department (henceforth, HRD) is responsible for implementing the University's policy in terms of providing the necessary qualified academic, administrative and technical personnel.

The HRD main tasks undertaken are:

- ❖ Preparation of the plans aiming at developing the university staff (both academic and administrative) to boost their job performance.
- ❖ Follow-up of the main services provided by the HRD to its workforce in terms of: recruitment procedures, health insurance, life insurance and social security.
- ❖ Follow-up and updating information on the computer systems regarding the annual and sick leave and unpaid leave.
- ❖ Keeping the files of the administrative staff in terms of the follow up of contracts renewal, promotions, incentive and salary annual increases.
- ❖ Keeping the files of faculty members regarding follow-up contracts renewal and annual increases and executing the decisions of the Deans council
- ❖ Follow-up of the work of the Personnel Affairs Committee and the Health Insurance Committee.

The operating context: Internal Environment

- A. Mutah University have sufficient number of employees.
- B. We foster the culture of diversity management.
- C. Enhanced the employee experience through the use of technology including social media, computers, and refined online application process.
- D. Implement new recruitment strategies and exam process improvements to the recruitment and selection of a diverse workforce while maintaining efficiencies.
- E. Established criteria to evaluate the employees' performance in order to measure and monitor efficient and effective delivery of services.
- F. Organizational self-assessment/growth mechanism.
- G. Systemic employee promotion.
- H. Mature HR processes and services.
- I. Bad financial situation at the university.
- J. Remain a degree of bureaucratic inefficiency as long as the personnel function for our staff and faculty populations remains largely separate.
- K. Internal to HRM there is a lack of integration across all of our units.
- L. Modernizing Human Resource management In South Mediterranean higher Education (RISE)" Erasmus+ project.

The operating context: External Environment

Challenges

- Maximizing HR Technology — expanding and integrating technology to streamline services, remain competitive position of the university, and increase transparency through employee access to information and resources.
- Info systems – currency and integration
- Synchronization of HR with the Mutah university strategic direction.
- Holistic/integrated HR approach across all employee classes (Academic and administrative staff).
- Changing technology
- Economy.

Opportunity :

- Improve employee-facing HR systems.
- Improved external communications and more partnerships for ERS+ Projects.
- HR Brand Management and differentiation of HR services.
- Focusing more on training programs and Integration of the learning management system with the performance management module and promotion.
- Maintain compensation visibility and commit to providing a competitive and appropriate salary for each employee at the university.
- Continue development of HRM and executive relationship by attendance and participation in key meetings and decision-making processes.
- Develop training programs and outside development opportunities to continue development of in-house marketing expertise.

Gap Analysis:

- Increase the Diversity culture by Recognizing and respecting the value of differences; acknowledging and appreciating the contributions of others.
- Integrate a focus on workforce diversity into all aspects of the recruiting process. Enhance transparency in decision-making.
- Consolidate faculty recruitment, on boarding and retention efforts within HRM.
- Develop and implement an HR technology plan.
- Establish data-driven decision making protocols for each department.
- Establish a workgroup to map the university business strategy.
- Enhance the recruitment process for excellence in hiring, in other words identify and remove barriers to hiring and facilitate recruitment.
- To create and sustain a workplace culture of excellence and high engagement, foster innovation and growth, promote diversity and respect, and support the integration of the demands of work and life.
- The work of Human Resources at Mutah University is decentralized and
- Working as a team.
- Attract, develop, reward, and retain a diverse and talented workforce.
- Supporting a productive work environment where people feel valued and respected.
- Encourage ongoing two-way performance evaluation. ♣

Vision, Mission and Values

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

Vision statement

Vision of Strategic Plan for HRM at Mutah University is:

"Achieve an outstanding performance of the academic and administrative human resources to help the university to meet its strategic goals".

Mission statement

Mission of Strategic Plan for HRM at Mutah University is:

seeks to achieve an outstanding performance by :

- ❖ Achieving justice and transparency in recruitment and deployment based on clear and vivid scientific criteria in order to provide qualified human resources.
- ❖ Develop the current competences by training and empowerment and providing healthy and safe working environment in order to support the vision, mission and strategic objectives of the university.

MISSION Formulation:

HR continues to grow and evolve in its efforts to provide university leadership the support required to recruit, hire, grow and retain the top talent necessary to achieve university priorities. With emphasis on diversity and inclusion at the center of our efforts and on the university mission, hopefully to achieve world class.

An HRM strategic plan cannot be written alone. The plan should involve everyone in the University. For example, as the plan develops, the HR manager should meet with various people in departments and find out what skills the best employees have. Then the HR manager can make sure the people recruited and interviewed have similar qualities as the best people already doing the job. In addition, the HR manager will likely want to meet with the financial department and executives who do the budgeting, so they can determine human resource needs and recruit the right number of people at the right times. In addition, once the HR department determines what is needed, communicating a plan can gain positive feedback that ensures the plan is aligned with the business objectives.

HRM Values

The Department work under the following values:

- **Integrity:**
 - ✓ Be dependable, respectful and trustworthy.
 - ✓ Provide responsible supervising of university resources.
 - ✓ Active participation.
- **Teamwork:**



- ✓ Provide data, standards and resources to facilitate transparency.
- ✓ Identify ways to be of assistance to others.
- ✓ Embody collaboration and communicate clearly.
- ✓ Take accountability for outcomes.
- ✓ Offering opportunities for improvement for all.
- ✓ Affiliation.
- **Expediency:**
 - ✓ Prioritize efficiency.
 - ✓ Resolve problems in a timely manner.
 - ✓ Continuous improvement as an implementation approach.
- **Solution-Oriented Service:**
 - ✓ Use critical thinking to identify potential solutions.
 - ✓ Be flexible, agile, resourceful and innovative.
 - ✓ Pioneering and academic excellence.
- **Diversity**
 - ✓ Recognizing and respecting the value of differencesacknowledging and appreciating the contributions of others.

Strategic Objectives for Human Resources

- Attract and recruit qualified academic staff members to ensure quality and excellence of the academic performance
- Develop future plans to determine the needs of academic staff for different disciplines.
- Provide appropriate training and development programs for new faculty members.
- Develop performance appraisal system that is based on objective and clear performance criteria.
- Develop a systematic plan for job rotation to provide new skills and experience to the administrative staff.
- Empowering human resources for better learning and innovation.
- Improving the efficiency of financial, material and human resources.

ACTION PLAN

OBJECTIVE 1

- Attract and recruit qualified academic staff members to ensure quality and excellence of the academic performance.

<i>Title action</i>
Modernization and continuous development of the criteria of recruitment and selection.
Develop and resource a formal staff recruitment strategy.

OBJECTIVE 2

- Develop future plans to determine the needs of academic staff for different disciplines.

<i>Title action</i>
Developing capacities of faculty and administrative staff at the university.
Knows the Numbers of minority faculty members, staff and students. Appointment processing time
Improving the role of strategic planning at the academic and administrative units of the university
Improving the administrative structure in university's Academic and administrative units.
Promoting transparency and developing values of Participation and accountability.
Adopting an effective classification system for Academic and administrative tasks at the university.

OBJECTIVE 3

- Provide appropriate training and development programs for new faculty members.

<i>Title action</i>
Provide quality, cost-effective training and development designed to increase individual and organizational productivity and enrichment.
Develop a capacity-building training program.
Providing university students with knowledge, applied and vital skills to empower them for the Jordanian, regional and international labor market
Create, promote and foster an organizational environment that values development, diversity and growth opportunities for all employees.

OBJECTIVE 4

Develop performance appraisal system that is based on objective and clear performance criteria.

<i>Title action</i>
Measure and maintain best practices in reasonable workplace accommodations in order to create awareness and return employees to suitable, gainful employment.

OBJECTIVE 5

- Develop a systematic plan for job rotation to provide new skills and experience to the administrative staff.

<i>Title action</i>
Establishing business incubators at the university level.

OBJECTIVE 6

- Empowering human resources for better learning and innovation.

<i>Title action</i>
Promote employees participation/involvement in the decision-making process.
Integration of the learning management system with the performance management module.
Providing university students with knowledge, applied and vital skills to empower them for the Jordanian, regional and international labour market.
Developing academic programme (bachelor's, master's and Ph.D's>) in line with the labor market, and consistently with the national policies and efforts as well as the changing needs of Jordanian, Arab and international markets.
Improving library services and learning resources to support learning, teaching and scientific research
Improving academic programs, study plans and curricula, according to the needs of the labor market, community institutions and requirements of academic accreditation and quality control.
Develop and implement an HR technology plan

OBJECTIVE 7

Improving the efficiency of financial, material and human resources.

<i>Title action</i>
Attracting and appointing qualified faculty members
Development of recruitment mechanisms in academic, administrative and leadership positions, and ensuring the selection is based on best standards.
Development of instructions relevant to human resources.
Rationalising the management of financial and material resources, and ensuring financial support for the university's activities.
Increasing and diversifying funding sources.
Developing the physical resources of the university.
Enhancing the investment environment at the university.