

HR Strategic Plan

2019-2022

UNIVERSITY CADI AYYAD





Executive Summary

The Cadi Ayyad University's HR strategy aims to put its staff in a situation of progressive mastery of position and ability to acquire new skills to support its development projects. This HR strategy is based on the following axes :

- On-going training of staff that enhances the teams' professional skills;
- The establishment of a relevant and dematerialized human resource management system allowing for easy identification of skills needs for tomorrow and a follow-up of the careers of teacher-researchers and administrators;
- Overseas mobility is a good way to transfer knowledge, knowledge and openness to new management practices;
- A good recruitment policy giving all the opportunities to competent people;
- Improvement of the working environment.

The Ayyad Cadi University has been studying the development of a clear training policy that ensures the adherence and commitment of all its university human resources in this process.



HRM: Overview of the Current state

HR division Overview:

The HR service of the university is composed of three people

- A department head;
- A manager of the teaching staff;
- A manager responsible of the administrative staff.

The central human resources management service has branches in each of the 14 establishments of the Cadi Ayyad University, made up of 37 persons in total.

The operating context: External Environment

For the management of its resources the HR department of the university has:

- a database containing all the information relating to a staff of the university;
- a database of salary certificates;
- a database of HR documents;
- a career management application;
- An archive management application.



Vision, Mission and Values

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

Vision statement

The training policy is designed as a lever for developing the skills of the institution and its human resources. In this sense the University Cadi Ayyad has implemented important measures that can be summarized as follows:

- Combine training with certification. Each course is crowned with an evaluation and for each validated module will be awarded a certificate;
- Link the employee's internal promotion and access to the position of responsibility with the certificates obtained and the efforts made by the civil servant to develop his skills;
- Link training and certification to a motivational system of the deserving and committed public servant in this process.

Mission statement

The needs identification process was based on an approach based on semi-structured interviews on a representative sample of all the functions according to the following phases:

Phase 1: Meeting with the top management;

Phase 2: Conducting individual semi-directive interviews with the managers of the different structures;

Phase 3: Individual semi-structured interview with a frame sample belonging to all structures;

Phase 4: Validation with the members of the management committee;

Phase 5: Stopping and prioritizing the identified training themes;

Phase 6: Planning of training activities;

Phase 7: Validation of the training catalogue by the management board and the university council.



MISSION Formulation:

- Steering and governance of the university;
- The trades of the university;
- The support activities and divisions of the university
- Transversal skills.

The people who may use or benefit from this services or products are :

- Heads of institutions;
- Dean and director vices;
- Secretaries General;
- Research professors;
- HR staff;
- The staff responsible for financial management;
- Staff responsible for institutional management;
- Staff responsible for pedagogical administration;
- Technicians and computer engineers
- Logistics staff;
- Communication officers;
- Laboratory technicians.

The reasons for the service:

To have teams more comfortable in their duties, better mastering management procedures and human resources. Teams able to provide quality services.

The service exist :

The HR service exists to meet the needs of the uses that are the component of the university, in an efficient and responsible way.

The HR strategy of Cadi Ayyad University is an integrated strategy and aims at three guiding principles: training; career management and recruitment.
to achieve these goals, the Cadi Ayyad university is banking on good governance of the university through good management of these resources and continuous development of their personal skills;

HRM Values

Maintain the position of Cadi Ayyad University as "the best Moroccan and African university"

Strategic Objectives for Human Resources

Good governance and human development practices;
Technological innovations for better management of human resources,
A digital strategy for an increase in the public service efficacy of the university and ease of use of HR devices.
An overall modernization of the management of human resources and the university in all its aspects.

ACTION PLAN

The first action in this strategy is the training of university staff

OBJECTIVE 1: steering and governance of the university;

<i>Title action</i>	<i>Responsible unit</i>	<i>Indicator(s) / KPI(s)</i>
1.1 governance		
1.2 HR management		
1.3 development of personal skills		



OBJECTIVE 2: the trades of the university

<i>Title action</i>	<i>Responsible unit</i>	<i>Indicator(s) / KPI(s)</i>
2.1 pedagogy		
2.2 research		
2.3 environment of the university		

OBJECTIVE 3: the support activities and divisions of the university

<i>Title action</i>	<i>Responsible unit</i>	<i>Indicator(s) / KPI(s)</i>
3.1 human resources management		
3.2 financial administration		
3.3 logistics;		
3.4 legal and institutional follow-up		
3.5 educational administration information technology		

OBJECTIVE 4: transversal skills.