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HR Strategic Plan

2019-2022

GABES UNIVERSITY

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Executive Summary

HR Strategic Plan

At Gabes University, HR Strategic Plan is a systematic approach to developing and implementing HRM strategies, policies and plans aligned to the strategy that enables the University to achieve its objectives.
The purpose of this HR strategy is to assist HR Directors and HR Managers to align their strategy to the national strategic HR Management Standard Element in general and to the University in particular.
So, the main Human Resources Service strategies are recruiting, screening, interviewing and placing workers. It handles also employee relations, payroll, benefits, and training.
HR service deals with a number of areas and tasks simultaneously. Some typical daily tasks for an HR worker include:

- Consult with employers to identify needs and preferred qualifications
- Interview applicants about their experience, education and skills
- Contact references and perform background checks
- Inform applicants about job details such as benefits and conditions
- Hire or refer qualified candidates
- Conduct new employee orientations
- Process paperwork

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HRM: Overview of the Current state

HR division Overview:

HR division/unit : Human Resources divisions and units at Gabes University
schema

The operating context: Internal Environment

Internal assessment at Gabes University implies the identification and evaluation of the University's current employees for the purposes of re-assignment, training, promotion or dismissal purposes. The evaluation also include on which employee's skills are needed to execute their business strategies and assessing their staff to identify if their skills match the objectives of the University requirements. If this exercise is done periodically, the exercise of internal assessment improves the University's workforce and their capabilities are better aligned with the University strategy.
The human resources are the most important assets of the University. The success or failure of the University is largely dependent on the caliber of the people working therein. Without positive and creative contributions from people, the University cannot progress and prosper. In order to achieve its goals and activities. Therefore, Gabes University needs to recruit people with requisite skills, qualifications and experience. While doing so, the University has to keep the present as well as the future of its requirements in mind. Recruitment and selection, as a part of effective Human Resource Management is the key to achieving a competitive advantage for Gabes University.

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The operating context: External Environment

External environment has a significant impact on HRM policies and practices in Gabes University. It helps to determine the values, attitudes, and behaviour that employees bring to their jobs. This is why many organizations engage in environmental scanning, which involves analyzing the environment and changes occurring within it as presenting below:

Government Regulations is among the main external environment that has an impact on HR service to stay within the law in any workplace compliance standards. These types of regulations influence every process of the HR service, including hiring, training, compensation, termination, and much more.

Economic Conditions is one of the biggest external influences is the shape of the current economy. Not only does it affect the talent pool, but it might affect the ability to hire anyone at all. One of the biggest ways to prepare against economic conditions is to not only know what's happening in the world around you, but also to create a plan for when there is an economic downturn.

Technological Advancements is when new technologies are introduced, the HR service can start looking at how to downsize and look for ways to save money. A job that used to take two or four people could be cut to one done by a single person.

Workforce Demographics as an older generation retires and a new generation enters the workforce, the human resources service must look for ways to attract this new set of candidates.

Vision, Mission and Values

Vision statement

Human Resources is a model of excellence that leads through specialized knowledge, serves through best practices, and partners in respectful collaboration in support of the University's vision to be one of the world's great Universities.

So, to become a world-class leader in Human Resource Management, Gabes University never misses to go through:

- Commitment to reach excellence in providing reliable Human Resource services of consistent high quality to our employees.
- Passion towards learning and continuous improvement.
- Focus towards adopting global Human Resource best practices and technologies.

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Mission statement

Human Resources service at Gabes University works Collaboratively with his partners by promoting dialogue and demonstrating professionalism in the service and leadership and words and actions so that all parts can achieve the best human resources solutions.
The service of Human Resources is responsible for a comprehensive human resource program, including: recruitment of qualified applicants into a diverse workforce; employment and orientation services; retirement processing; administration of employee benefits; pre-payroll administration and processes for employees; policy development and administration; job classification, compensation ; employee relations; employee assistance programs; maintenance of personnel records; maintenance of the University's personnel database and the state office of Human Resource's database.
The Office of Human Resources is committed to providing high quality service to all prospective, current and past employees and to treating such individuals with respect, good care, and individual attention from their first inquiries about position vacancies, services and programs, through retirement. By making this commitment to the University and its employees. Thereby, the service of Human Resources will be able to maintain its high level of mutual trust and respect.

MISSION Formulation:

HR service works to ensure staff are both committed to and equipped for achieving Gabes University's strategic objectives. HR service also plays a key role in supporting positive cultural change. So, it offers comprehensive support in the following areas :

- HR Operations and Policies
- Payroll
- HR Systems & Reward
- Learning & Development
- Organisational Effectiveness
- Equality & Diversity
- Etc.

The people who may benefit from HR service are the Employees and the employers.
Employees and employers acknowledge the **importance** of salaries, retirement and health **benefits** to employee loyalty.

The reasons for HR service are myriad**.** where HR service is needed mainly for:

- Strategic Management

- Wages and Salaries
- Analysing benefits
- Training and development
- Employee satisfaction
- Recruitment
- Hiring processes
- ETC.

The existence of Human Resource service (HRS) is essential because it deals with issues related to compensation, performance management, organisation development, safety, wellness, benefits, employee motivation, training and others. HRS plays a strategic role in managing people and the workplace culture and environment.

The purpose of Human Resource service lies in successful utilization of people to attain specific as well as organizational goals. This includes both the personnel (i.e., hiring employees and upholding employee information); and payroll function (retaining the employee information associated with employee payment).
So, services, beneficiaries, reasons, and existence of HR service maximize its productivity and its success while optimizing the effectiveness of its employees.
The responsibilities of a human resource manager fall into three major areas: staffing, employee compensation and **benefits**, and defining/designing work.

HRM Values

Human Resources Service at Gabes University provides leadership to the University community by promoting the core values of integrity, diversity, quality of life and teamwork in people practices. Vision and mission supports the University vision to be one of Tunisia's best comprehensive Universities.
These essential values define the way we engage with one another across the university to provide consistent, reliable and compliant resolutions.

Integrity is being honest, sincere and worthy of trust.

Well-being is treating each other fairly and respectfully.

Innovation is embracing new and better ways of achieving excellence.

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Teamwork is working collaboratively to achieve the University's goals in an environment that reflects diversity, values different perspectives, and encourages the free exchange of ideas.

Engagement is participating fully in life at the University and seeking to understand how and why decisions are made.

Strategic Objectives for Human Resources

In order to support its vision and its mission, Gabes University never misses to use the indicator SMART/ER for the upcoming years to set the maximum of its desired goals.
S.M.A.R.T/ E.R:
Specific: Human Resource Service intends to implement a new specific performance management system for University Staff using clearly defined processes and guidelines so employees and managers can competently evaluate performance and develop their careers.

Measurable: Goals should be measurable so that HRS has tangible evidence that all University staff have accomplished the goal.
Achievable: Goals should be achievable and defined well enough so that you HRS can achieve them. You All University staff must possess the appropriate knowledge, skills, and abilities needed to achieve the goal.

Results-focused: Goals should measure outcomes of HRS.
Time-bound: Goals should be linked to a timeframe that creates a practical sense of urgency, or results in tension between the current reality and the vision of the goal of HRS.

E Evaluate: Evaluation of HR service refers to appraising the degree of success of HRM being performed in the University, because it is important to assess how well and how far employees have been utilised in achieving the University goals.
R Re-evaluate: Re-evaluation is demanded when the job document does not adequately reflect the duties and responsibilities of the job and when it 0m.eets criteria like the following:

- The content of an employee's job has changed significantly since the date of the evaluation
- The content of the job document of the employee's post does not reflect the duties and responsibilities attached to the job

The concept of writing S.M.A.R.T. goals is very important for accomplishing individual goals, which in turn are linked to University goals. It is also critical for ensuring good communication between employees and supervisors so there are no surprises during annual performance evaluation.

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ACTION PLAN

OBJECTIVE 1

Title action	*Responsible unit*	*Indicator(s) / KPI(s)*
1.1 Recruitment	*HR Unit*	*Recruitment plan refers to a prearranged strategy for hiring employees where it acts as a timeline for the University to find qualified applicants. Recruitment plan identifies the goals for a particular position in the University.*
1.2 Retention	*HR Unit*	*Employee retention refers to the ability of the University to retain its employees. Employee retention can be represented by a simple statistic (for example, a retention rate of 80% usually indicates that the University kept 80% of its employees)*
1.3 Training	*Training Unit*	*The training unit at Gabes University covers many functions in* training *and development. Where it aims at bettering the job performance of all University staff*

OBJECTIVE 2

Title action	*Responsible unit*	*Indicator(s) / KPI(s)*
2.1 Promotion	*HR service*	*Promotion at Gabes University is the appointment of existing members of staff to another post or office at a higher grade than the one previously held. This may be the result of either a successful application for an advertised vacancy, or, where appropriate, personal promotion*.
2.2 Probation	*HR service*	*The* probationary period *at Gabes University is to give Managers time to adequately assess a new employee's performance and suitability to the role & to allow him/her an opportunity to adjust to their new position at the University.*
2.3 Appraisal	*HR service / Training Unit*	*A performance appraisal is a regular review of an employee's job performance and overall contribution to the University. It is called also "annual review," "performance review or evaluation". So, the performance appraisal evaluates the employee's skills, achievements and growth.*

OBJECTIVE 3

Title action	*Responsible unit*	*Indicator(s) / KPI(s)*
3.1 Job Safety	*HR Unit*	*Human resources professionals play an important role in ensuring employee health and safety, as they know the workplace, the employees and their job demands They ensure that employees fulfil their health and safety responsibilities as outlined in the organizational policies and programs of the University.*
3.2 Professional transfer	*HR Unit*	*HR unit at Gabes University has a clear, fair and transparent process that applies to all employees within the University.*

		A transfer requires employees to change the work group, workplace or unit. The transfer may be to relocate the employee to a different geographic region. *The transfer of an employee to another job must see that it is equal to or better than the previous job. Otherwise it may be considered unfavourably by the employee as a demotion.*
3.3 Retirement	*HR Unit*	*Retirement is the process of leaving permanently on the ground of attaining the age of superannuation or voluntarily at Gabes University.* *Kinds of Retirement of the University :* *1.* ***Compulsory retirement:*** *Employee must retire compulsory on attaining on specific age.* *I Gabes University, the age is 58;* ***2. Forced Retirement:*** *If employee found on guilty either in court of law or violated conditions of the University* *He may force to retire from the service without any benefit.* ***3. Premature Retirement:*** *If an employee become disabled in an accident, or due to some disease, or to his voluntarily he may be given the option of retiring by management.*