



HRM Strategic Plan



Strategic Plan (2002 – 2004)

Our Vision

To be HRM leaders, providing a seamless service of excellence through a motivated and enlightened team.

Our Mission

To provide strategic advantage and value through high quality HRM initiatives, advice and services that meet or exceed client needs.

Our Environment

Like all other areas of the University we are subject to externally driven changes to government policy and funding. The immediate future is likely to be guided by the Government's Tertiary Education Strategy 2002 - 2007.

A globally competitive tertiary environment and a more buoyant employment market within New Zealand makes it even more important to focus on recruiting, developing and retaining high quality staff.

Increased student fees have changed student expectations and behaviours. This, combined with an increased reliance on international students, impacts on the way the organisation and staff respond to and treat clients.

Employment legislation is a constantly moving target with ongoing change and adjustment required. Compliance is an increasingly significant cost.

Within the University

The Human Resource Management Division deals with the following client base:

- The Vice-Chancellor and Deputy Vice-Chancellors
- Senior Managers
- Managers and Staff throughout the University
- Unions
- Prospective employees.
- It is also recognised that the University's main clients are students.

There is a need for continuous improvement to meet and exceed our client expectations regarding the level of service provided. The Division remains focussed on developing a partnership and consultancy relationship with the Faculty, Schools and Divisions.

The use of technology to rationalise and improve efficiency of services remains a challenge. The Division has achieved some distributed use of CONCEPT through Staff I-Gate and has partially developed on-line recruitment for job applicants. There is, however, insufficient leverage of technology to significantly increase efficiencies for our internal client base.

TOWS Analysis

Threats

- Uncertainty regarding possible legislative changes and funding changes under the Government's Tertiary Education Strategy
- Private providers
- Demographic changes
- Negative image of Hamilton/Waikato
- How HRM may be viewed by some clients
- Market competition for key staff (e.g. researchers)
- Unwillingness by some University managers to accept advice or adhere to policy/legislative requirements

Opportunities

- Positives of a smaller city
- University of choice for Maori students
- Improve leadership and management within the University
- Tertiary alliance (possibility of shared services)
- Develop relations with external experts
- Increase partnerships with Schools and Divisions
- Increased use of the web for HRM processes
- Market stars

Weaknesses

- Too much time spent on processing
- Outdated traditions
- Communication (internal and external)
- Complexity of organisation
- Image to staff
- Environment (Access/Location)
- Inadequate technology
- Delivering high quality during peak work flow or unplanned absence of staff

Strengths

- Innovative
- Analytical approach/self-knowledge
- Broad focus and understanding of University processes
- Responsive and flexible approach to client needs
- Increased profile and acceptance through established relationships
- Levels of service provided
- Commitment to continuous improvement and cost effectiveness
- The HRI S and HRM web site

Barriers Identified to Enhanced Client Service

- Quick response limited by need to confer due to authority level or need to strategise
- Feelings about a particular client - need to maintain level of service
- Differences between different client areas
- Service Level Agreements may assist with a better two-way understanding of limitations
- Ponderous procedures and the paper war give the impression we are minutiae driven
- Access to HRI S information that the clients have
- Dedicated payroll officer held up by current processes
- Need to recognise limitations and real client needs and refer if appropriate to another relevant person
- Slow communication from COD's
- Difficulty in meeting everyone's immediate needs
- Providing consistency and accuracy
- Increased interruptions at the counter and phone affect speed of response (particularly for Assistants and Payroll)
- Client perceptions.

Our Values

In our staff ...

- Leadership and ownership
- Skills, knowledge and expertise
- Learning agility and innovation
- Responsive to client needs in a flexible way
- Honesty, integrity, empathy and respect for others
- A team ethos and no-blame culture
- Commitment to EEO and Te Tiriti o Waitangi
- Openness, enthusiasm, co-operation and resilience

In our services ...

- Efficiency and cost effectiveness
- Professionalism, confidentiality and discretion
- Effective communication
- Provide solutions that get results
- Build and maintain good client relationships
- Consistency, quality, accuracy and timeliness

In the wider work environment ...

- Foster diversity and preserve the dignity and self-respect of all staff
- An agile, versatile and learning organisation
- A shared vision and sense of common purpose
- Value people
- A safe, healthy and attractive workplace
- Acknowledge contributions

HRM Strategic Goals 2002 - 2004

Goal One

To develop plans to promote effective internal & external communication.

Goal Two

To continuously improve client services and to enhance our client-service profile.

Goal Three

To streamline HRM practices and processes within relevant frameworks.

Goal Four

To support and increase management capability.