# Development and enhancement of processes in Human Resource Management at Algebra University College

**Project HRMinHEI - Modernisation of Higher Education Institutions through enhancement of Human Resources Management function**

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**Rationale for development of the process**
Algebra University College performs study programs in the field of computing and digital area (e.g. digital marketing, e-Leadership). In order to ensure a sufficient number of competent teachers and non-teaching employees, it is necessary to define the strategy of development and recruitment of new employees.

*HR function element related to the process presented*: **HR Strategy and planning**

*The context of HR process development*
During past few years, Algebra faced some challenges concerning the recruitment of new employees with specific competencies. New process of HR strategic planning enables timely planning of new employees.

*The process of developing the HR process*
To ensure the smooth running of all business processes while maintaining a high quality, it was obvious that Algebra needs to implement new system of strategic HR planning. This process is simultaneous with the creation of 5-year strategy. Management of Algebra intiates the process for new strategic plan by sending the invitation to different groups of stakeholders and organizing meetings. Those stakeholders are: business council, managing staff (vice-deans and heads of study), non-teaching staff and teaching staff. These meetings resulted in a new strategic plan, and within it a strategic human resource management plan was developed. Partial plan is published on web page of Algebra University College. In January 2018. Algebra employed HR manager with the main task of implementing plans and realizing the HR strategy.

*The specific impact of the HR process*
One of the results that this new approach produced is the employment of two employees with doctoral degree in the area of art. This is in line with Algebra's strategic plan to establish a new study in art area, but with the emphasis on digital tools. Also, new HR manager organized meetings with managing structure to define future needs of new employment.

*The impact of the HR process on the HEI*
- New process enables us to ensure enough competent teaching staff on time, or to develop existing employees for future job demands.
- With clear strategy it is now easier to plan the development of existing non-teaching employees, enabling them to develop in different areas (eg. doctoral study for administrative staff with the potential to become teachers)
- Clear definition of HR strategy and employment of HR manager enables the organization to benefit from existing employees through their evaluation and development, with the possibility to develop their careers inside Algebra. At the same time, it enables timely employment of the required staff. Proactiviy of HR manager also enables us to detect potential problems or issues before they do any harm to processes or quality of output.

# Process 2: Job introduction of new employees

**Rationale for development of the process**
Algebra University College didn't have structured process of introducing new employees into their working roles. It was partly due to the fact that only few new employees per year joined the company. Due to the development of new study programs, increasing number of domestic, but also foreign students, and other growth-activities, it was necessary to structure to process of job introduction.

*HR function element related to the process presented*: **Training and development**

*The context of HR process development*
It is expected that more people will be employed in line with the new development strategy. New employees need to know the institution, organization and tasks from different departments, but also know their own job description, responsibilities and expected results. In order to ensure this for every new employee, we have developed a structured process for job introduction.

*The process of developing the HR process*
The HR Manager conducted several meetings concerning challenges in introducing new employees. These meetings were attended by managers of various departments, as well as employees who recently joined the institution. Both groups reported about challenges they are facing at the moment new employee joins the company. Based on their comments, a new process was developed. After the selection process finished, HR employee initiates a meeting with the superior of new person. Together they define administrative and other issues concerning a new employee, like approval for access to various documents and databases, technological needs (laptop, phone, mobile phone, specific software, etc.), working space, e-mail address, etc. Also, HR manager and supervisor create together a plan for a trial period definig areas of development and time frame for achieving specific results. It also defines the work plan for the first working day. The plan is archived in the employee file, and it is presented and given to the employee on their first working day, so that all expectations and tasks are transparent. New employee's manager monitors the execution of the plan and periodically evaluates its realization.

*The specific impact of the HR process*
With this new structured process it is ensured that new employees start with their training on the first day of work, that they have clearly defined goals and expectations.

*The impact of the HR process on the HEI*
- This new process enables faster job introduction and production of results from new employees.
- Employees are clearly informed about goals and expectations, which enables them to manage their work, results and ultimately their career progress.
- This process is innovation of HR department and it facilitates the process of introducing new people into the job.

# Process 3: Job evaluation process

**Rationale for development of the process**
Since number of employees is increasing, it is necessary to introduce systematic job evaluation process which will ensure regular evaluation and, consequently, in the future rewards according to evaluated results. Another function of this process is giving good feedback to employees, and agree on mutual steps that will benefit both: the employee, and the organization.

*HR function element related to the process presented*: **Performance evaluation**

*The context of HR process development*
According to new strategy, HR processes need to be formalized and conducted regulary. One of these processes is performance evaluation.

*The process of developing the HR process*
HR department prepared all documents that are needed to conduct good performance evaluation: presentation with the explanation of the process, information about competence evaluation, different forms for reporting and creating individual plan. On $10^{th}$ of May employees who need to conduct evaluation participated in the 4 hour workshop. In this workshop the evaluation process was explained and participants had a chance to ask additional questions. After the workshop all managers had to conduct a evaluation meeting with their employees latest on $4^{th}$ of June and up to this date they had to send to HR department individual plans agreed between the employee and their superior.
In the next stage of this process all departments will develop their Key Performance Indicators that will be used for Performance evaluation of their employees.

*The specific impact of the HR process*
With this process employees have a chance to have structured and targeted conversation with their superior on regular basis and to to agree on past results and determine measures that will improve those results (like education, mentoring, job enrichment, etc.). These measures are obligation for the manager (to ensure to the employee education, mentoring, new tasks, etc.) and for the employee to participate in these activities.

*The impact of the HR process on the HEI*
- This process produces a document with clear defined expectations and support for the employee. It goes beyond nice talk, it becomes an obligation. That can increase the responsibility of an employee.
- Employees know their role, tasks and priorities – that way they can contribute to the team and organization.
- The process obliges managers who are not inclined to give feedback to their employees to do so.
- It enables employees to communicate their experiences, expectations, ideas and desires to the superior, to discuss possibilities for career or self-development, which can be a motivation tool, but also an opportunity to get new ideas for development.

# Process 4: Development of new salary system for teaching staff

**Rationale for development of the process**
The old salary system, primarily for teachers, needs to be aligned with the strategic goals. Current system doesn't take into account some skills, activities and behaviors that we want to emphasize, and at the same time it takes into account some criteria that are not important/relevant anymore.

*HR function element related to the process presented*: **Pay and Benefits**

*The context of HR process development*
According to new strategy and development processes in HR management, it is necessary to introduce new salary system. This system will promote and reward desired outcomes, making it easier to implement the new strategy.

*The process of developing the HR process*
At a joint meeting, management, study leaders, and chair managers agreed on elements that will be used for performance assessment, like using innovative approach and good practices in teaching, student's feedback, working with students on extracurricular projects, scientific advancement, etc. For each element we have defined categories, then for each category importance of the criteria (skill/activity/behavior), and maximum number of points for that criteria. The ALBON (Algebra Bonus) system was then presented to teachers and after receiving their feedback, the final structure was defined. This system is in use from academic year 2018/19.

*The specific impact of the HR process*
A new system of rating and rewarding performance will promote desirable work behaviors, scientific development and activities that will enable faster implementation of the new strategy.

*The impact of the HR process on the HEI*
- rewarding a desirable organizational behaviors and acctivities that supports the implementation of the strategy
- encouraging for skills development that will contribute to the continuous improvement of quality
- support achievement of organizational goals and improve the quality of teaching process