Mid-West University School of Management (MUSOM)
MUSOM Human Resource Plan 2023-2028

Approved by MUSOM Governing Council on Wednesday, Aug 2, 2023 (2080/04/17)
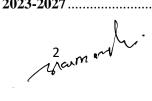
Birendranagar, Surkhet, Karnali Province

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1. Mission

MUSOM Human Resource Plan 2023-2028 promotes university and MUSOM strategies by creating innovative solutions to attract, develop, engage, and retain a diverse workforce.

2. Vision

MUSOM cultivates an environment where the most dedicated and engaged workforce in higher education thrives.

3. MUSOM Values

Integrity- MUSOM acts with integrity in accordance with the highest academic, professional, and ethical standards.

Respect- MUSOM respects and honors the dignity of each person, accepts open discourse and fosters a diverse, inclusive, and healthy community.

Responsibility-MUSOM acts responsibly and holds all activities accountable for our decisions, actions and consequence.

Discovery-MUSOM believes in advanced research and scholarship to create new knowledge and understanding and foster creativity and innovation for societal progress.

Excellence-MUSOM strives for excellence in all our endeavors as individuals and a leader in higher education and research.

Collaboration- MUSOM works together for the betterment of the school, society, and the world.

4.Planning Process

MUSOM HR began the planning process with the formation of a task team. The task team is responsible for developing the process that would be used for planning and designing the HR plan under the coordinator of the director having members from departments. The director was assigned to guide the process and ensure timely completion of all deliverables. Concerned stakeholders were also given space to provide guidance throughout the planning process.

The planning process was completed in phases which provided an opportunity for review and feedback by the human resource committee (HRC) throughout the process and the ability to progressively elaborate after each phase.

Phase 1: Mission, vision, and Values

The task team worked on developing the mission and vision out of interaction with the HODs, and stakeholders. Incorporating suggestions and feedback given by the stakeholder task team created a mission and vision, and values aligned with the university and school vision, mission, and values rather than creating anything new.

Phase 2: Gap Analysis

The task team also conducted a SWOT analysis to assess Strengths, Weaknesses, Opportunities, and Threats.

Phase 3: Goals

The Gap Analysis provided information to determine the key themes for the upcoming five years. It was determined that the information aligned closely with an existing framework developed by the HR leadership team the previous year and as such would be used as a framework. The task team began developing goals based on the framework.

Phase 4: Objectives and KPIs

The established sub-terms continued to elaborate on the goals by creating objectives and KPIs. Additional feedback was gathered from focus groups as needed.

Phase 5: Action Items, Metrics, Assignments, Timelines, Implementation Tasks, and Budget Assessment

The established sub-terms continued to elaborate on the objectives and KPIs by creating action items and metrics, determining responsible people to achieve actions as per timelines, and implementation tasks, and assigning any budget requests that would be needed to complete these actions.

Phase 6: Publicity Plan and Final Edits and Approval

This phase created a publicity plan and the entire plan was revived by the HRC.

5.Goals
Goal 1: Organizational Effectiveness

Intensify organizational effectiveness of human resources to serve the school as per university regulations.

1.1 Process Improvement Year 2023-2024

Develop and establish frameworks and tools to ensure continuous process improvement initiatives are strategically

1.1.1 Project Management-Mature and expand the project management function within HR to improve the employee experience.

1.1.2 Process Design- Establish a process improvement framework that can be used to ensure organizational processes are regularly evaluated and updated to enhance the user experiences, ensure efficiency, provide consistency while maintaining flexibility, and leverage technology.

1.2 Communication and Change Management Year 2023-2024

1.2.1 Communication- Identify and implement effective communication model within the HR organization.

a) Identify and leverage consistent medium and method to ensure that information sharing is maximized.
b) Establish metrics to measure effectiveness of communications.
c) Ensure that HR community receives necessary information to ensure transparency and open communication.
d) Develop internal approval process to confirm that communications are reviewed and approved to ensure deadlines are met.

1.2.1   Change management- Implement a change management model and establish processes and procedures for ensuring change management plans are established for all process improvement initiatives and large-scale changes.

1.2.2   HR marketing initiative- Create a brand image for HR that focuses on how HR can partner with units and employees and educate MUSOM community on the services MUSOM provides.

1.3 Establishing HR Years 2021-2022
At every level we will invest in team members and more clearly define MUSOM culture to increase effectiveness as one HR.

1.3.1   Mission, Vision, Values: Bring the HR Mission and Vision to the school on the value that HR brings to the university.

1.3.2   Collaboration: Identify ways for HR community to build relationships to enhance understanding of the responsibilities across HR and enable to support each other and establish one HR framework.

1.3.3   Engagement and Growth: Create opportunities for HR employees to grow and advance

1.4 Technology Years 2021-2022
Maximize the value of technology to the HR organization and subsequently the rest of the university.

14.1 Technology enhancement strategy and roadmap: Create a technology enhancement strategy and roadmap to ensure MUSOM is leveraging existing enterprise system to create better user experiences, increase efficiencies, and ensure quality information.

1.4.2 Technology Tool- Identify a productivity suite of products for the HR community to leverage to support HR activities.

1.5 Data Analytics Years 2023-2025
Increase use of data to drive decision making, measure effectiveness, identify issues, validate project progress, and track compliance.

1.5.1 Strategic Planning Metrics and KPIs- Define, calculate, report, evaluate and use KPIs and metrics to measure progress towards goals and action developed in the strategic plan.

1.5.2 Dashboards and Metrics: Develop dashboard and metrics to ensure MUSOM is measuring success as well as providing leaders with data to enhance understanding of workforce and enable them to make data informed decision.

Goal 2: Engage and Reward

Systems and techniques will be developed to enable leaders to recognize and reward employees. Creating a supportive culture will promote employees' financial, physical, and emotional health and well-being along their personal and career development.

2.1 Compensation and Development Years 2023-2025

Develop the staff compensation and classification program to attract and retain qualified employees and retain qualified employees and create concise career pathways across all organizational positions.

2.1.1 Complete a review of the current programs and job structure and make updates to more easily obtain internal equity determinations, create career development opportunities, develop evaluation approaches responsible to manage the changing needs of the school, and ensure consistency across titles and job structure.

2.1.2 Conduct market assessments to ensure salaries are competitive in target markets.

2.1.3 Develop a market-based salary structure that allows MUSOM to manage pay within the institution, maintain competitiveness, ensure internal equality, allow for flexibility, streamline salary administration and maintenance, and ensure compliance.

2.1.4 Finalize work packages, present to leadership and implement new compensation and classification program.

2.2 Remote Work Years 2023-2025

Create and launch a remote work program for flexibility, cost savings, an opportunity to recruit talent outside of normal market practices.

2.2.1 Define the school's philosophy on remote work; evaluate and develop associated policies and procedures that ensure remote work opportunities, remove obstacles, and encourage working environment.

2.3 Rewards Years 2021-2023

Ensure competitiveness and financial viability of rewards program including benefits, personal and professional development, health and well-being programs, so that MUSOM design and structure attract and retain talent, while being sensitive to the budgetary needs of the school.

2.3.1 Implement current rewards and commit to continuous review of market competitiveness and responsiveness to employee needs.

2.3.2 Review leave and time off policies and programs, evaluate competitiveness of ongoing structure, and create administrative and business processes to manage time apart from the work.

2.3.2 Improve work started earlier to create and sustain a culture of health and well-being; includes the communication, programs, and data analytics to drive behavior changes, more effectively manage health care costs for employees and the school, and enhance the lives of members of the school community.

Goal 3: Develop and Retain

Enhance individual and organizational effectiveness by ensuring every employee feels welcomed and value. The training, tools and resources they need to be successful beginning with their first day of work and continue throughout career of the school community.

3.1 New Employee Welcome Program Year 2023-2025

Establish a contemporary program designed to provide new employees information to

help them achieve success in their new role and feel welcome and included as a member of the school community regardless of geographic location.

    3.1.1 Create content to deliver school-level information on topics that include ethics and values, supervision, organizational structure, business goals, total compensation, and policy.

    3.1.2 Establish a delivery platform for the school-level orientation content that is accessible to all new employees and available on demand.

    3.1.3 Create a framework for orientation at a unit, school level that builds on programming and includes templates, tools, and resources to support program development and delivery.

3.2. Talent Development Programs Years 2023-2025

Create and implement development programs that focus on strengthening the skills of employees and providing information and guidance to help them grow as professionals.

3.2.1   Create and deliver business skills training across a variety of delivery platforms to ensure content is accessible and meets a variety of learning styles.

3.2.2 Establish leadership and executive coaching program.

3.2.3 Identify and deliver assessment and feedback tools and programs that support individual and organizational development activities.

3.2.4 Leverage cornerstone and workday learning content and functionally to efficiently promote, assign and track professional development at the individual and organizational levels.

3.2.5 Deliver a broad-based suite of leadership and management programming to develop new and existing supervisors and leaders at the School.

3.2.6 Organizational Development

Develop tools, resources, and consulting capabilities to deliver organizational development services that enable units to achieve their business objectives.

Establish a strong pool of learning partners with organizational development expertise.

Develop suite of tools to support client engagement activities that include the needs assessment, program proposals, cost analysis, and evaluations.

  3.2.7   Establish an overarching methodology for organizational development activities to ensure the consistently deliver of services for school clients.

3.3 Change Management Years 2023-2025

Establish a change management capability to support large-scale behavior transformation using communication and training.

3.2.1 Determine change management methodology.

3.2.2 Establish subject matter expertise

3.2.3   Identify assessment and tools to support change and engagement.

3.2.4   Partner with other change management organizations to align services.

3.4 Performance Management Years 2023-2025

Prepare and implement a full life cycle performance management system that includes performance reviews, talent reviews, workforce planning, and succession planning activities.

3.4.1 Deliver a performance review program that results in relevant goal setting and encourages real-time feedback suggestions between managers and employees to ensure goals and objectives are met.

3. 4.2 Establish a workforce planning model that includes a talent review capability enabling units, and school to plan recruiting and talent development activities to drive business objectives.

3.4.3 Introduce a succession planning framework to reduce critical position vacancies.

Goal 5: Recruit and Acquire

Build a strategic talent acquisition function that revolves around a competitive employer brand, engaging and standardized candidate experiences, and streamlined service delivery.

5.1 Talent Acquisition Team Development Years 2023-2027

Develop a recruitment team that has the skills and experience to lead the recruitment process, advise hiring managers, and establish connections with candidates.

5.1.1 Develop a flexible model that aligns with the diverse and complex needs of the school.

5.1.2 Perform a skill gap analysis by corresponding development plan for current talent acquisition staff.

5.1.3 Develop and implement a comprehensive training curriculum for Talent Acquisition.

5.2 Branding Years 2023-2027

Build a brand that effortlessly attracts high-potential and high-performing talent to the school. The brand will define the employer brand with a value proposition to candidates, promoting core values, reputation, and inclusion.

4.2.1 Assess, develop, and implement branding with school values and an employer value proposition, and the corresponding employer branding footprint that aligns with the university brand.

4.2.2 Use a comprehensive social media platform.

4.2.3 Develop a formal employee referral bonus policy and program associated with research.

5.3 Candidate Experience Years 2023-2027

Establish a distinctive candidate experience that is positive, consistent, and efficient across all locations and units.

5.3.1 Develop and implement a Candidate Relationship Management (CRM) solution that utilizes technology to help build a talent community, nurtures active & passive candidates, and increases applications.

5.3.2 Implement a candidate experience survey to enhance recruiting strategy and continuously improve candidate experience.

5.4 Sourcing Strategy Years 2023-2027

Build a robust sourcing strategy that provides a continuously diverse talent pool. Implement strategic sourcing channels that target both active and passive candidates and build diverse candidate pipelines.

5.4.1 Implement LinkedIn Recruiter and integrate with Workday Recruiting.

5.4.2 Develop specific workforce programs that strategically target diverse, disabled, and veteran candidates.

5.4.3 Implement a robust school Recruitment program.

5.4.4 Conduct an ROI analysis of current recruitment sources and develop a comprehensive sourcing roadmap.

5. 5 Hiring Research Procedures Years 2023-2027

Develop structured and research Procedures and hiring processes that shorten the time to fill, mitigate bias, and use evidence-based decision-making to select for long-term candidate success.

5.5.1 Refine search committee procedures for staff positions to increase the speed, and agility of the recruitment process.

5.5.2 Develop an Assessment and Selection methodology that aligns with employer brand and diversity goals.

 5.5.3 Develop a Technical Services business process review.

5.6 Streamline Processes Years 2023-2027

Streamline processes to meet the needs of academic and staff stakeholders.

4.6.1 Initiate a Technical Service business process review.

4.6.2 Implement a manager satisfaction survey to assess manager satisfaction with the recruitment process.

4.6.3 Conduct a part-time and temporary workforce assessment and develop a corresponding workforce plan.

5.7 Faculty Recruiting Support Years 2023-2027

Support and guide faculty recruitment

4.7.1 Implement a pilot program at the school for sourcing non-tenure track faculty.

4.7.2 Implement a Dual Career program to attract and retain faculty hires.

Goal 6: Diversity, Inclusion, and Belonging

Provide leadership and establish partnerships throughout the school to strengthen efforts at embedding diversity, inclusion and belonging at all levels of the organization.

6.1 Establish Diversity, Inclusion, and Belonging Years 2023-2027

Establish the diversity, inclusion, and belonging (DIB) function within Human Resources.

6.1.1 Create the infrastructure necessary to support DIB across the school.

6.1.2 Create a marketing plan to raise awareness of the school's DIB initiatives.

6.1.3 Create, establish and lead a committee focused on issues related to diversity, inclusion, and belonging in the workforce. The committee will be made up of key members from HR and will advance school-wide BID initiatives.

6.2 BID through Talent Acquisition Years 2021-2027

Partner with concerned authorities and stakeholders to review recruitment policies, strategies, and processes and ensure they support brining diversity and inclusion excellence into recruitment and hiring practices and progressively expand the number of qualified diverse candidates.

6.2.1 Establish methods to ensure the creation of diverse talent pipelines.

6.2.2 Recommend diversity statements for position postings that describe the school's commitment to DIB.

6.2.3 Recommend selection criteria to assess candidates' commitment to BID.

6.2.4 Explore incentive programs to increase the diversity of staff.

6.3 BID through Education, Training, and Development Years 2021-2027

Promote strategies that enhance diversity, inclusion, and belonging through education, training, and professional development so every employee feels engaged, empowered, and informed ensuring a safe school work environment free from exclusion.

5.3.1 Set expectations to advance DIB and increasing awareness is a responsibility of all employees and employees will be held accountable for such responsibilities.

5.3.2 Update policies and practices related to accessibility, accommodation, work-life balance, and health, so that all employees can thrive.

5.3.3 Build opportunities for interaction on issues of diversity and inclusion to become part of a continuous learning culture.

5.3.4 Promote existing and create new programs and services around well-being and healing stress.

6.4 School Communities of Belonging Years 2023-2027

Create and promote communities of belonging

6.4.1 Create and support networks of colleagues to build a sense of belonging and improve communication across the school and university.

6.4.2 Determine methods to leverage communities of belonging as advisors to school leaders.

6.4.3 Provide source funding for activities and initiatives to build sustainability into these communities.

6.5 Assessment Strategies Years 2023-2027

Develop assessment strategies to ensure we are creating an inclusive and welcoming school community.

6.5.1 Ensure MUSOM is completing comprehensive salary equity studies and remedying inequities.

6.5.2 Create data MUSOM dashboards to provide transparency and regular updates on DIB progress.

6.5.3 Partner with the university office to conduct climate studies to ensure the progress towards key goals.