



## **Human Resource Development Action Plan 2023-2027**

Approved by Management Council

**Mid-West University School of Management (MUSOM)**

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### **Rationale of MUSOM HR Plan of Action 2023-2027**

MUSOM is committed to promoting entrepreneurship and services oriented management education to address market needs and offer a new avenue for emerging issues of managerial practices. This action plan for MUSOM human resources development plan is designed for managing trained and productive human capitals. The action plan is prepared to implement vision, mission and goals of MUSOM Human Resource Strategic Plan 2023-2027. This action plan is to develop MUSOM into the world Class Business School.

## Section One: Phase wise Plan

This section presents work strategies and time frame to HR development plan in line with different phases envisioned in MUSOM HR Strategic plan.

Work Activities	Steps/Strategies	Responsible	Date of Completion	Expected Results
<b>Phase 1: Mission, vision, and Values</b>				
Task team formation/ schedule preparation and interaction	Step1: Task Team formation in the chair of director  Step 2: Prepare schedule and interact with all stakeholders	Management Council/HRC	By end of 2023	Mission, vision and values developed
Mission. Vision and Values development	Step1: Generate mission, vision and values out of ideas and suggestions collected from stakeholders  Step 2: review and approve	Director	By end of 2023	Mission, vision and values developed
<b>Phase 2: Gap Analysis</b>				
Task team formation	Step 1: Form teaks team in the chair of director  Step 2: Prepare schedule	Director	By April of 2024	Team prepared and schedule developed
Interact with all stakeholders	Step 1: Interact with stakeholders  Step 2: Collect suggestions	IQASC members	By June of 2024	Interaction carried out and suggestions listed
Prepare SWOT Analysis	Ste1: List ideas and suggestions  Step 2: Prepare matrix of SWOT  Step 3: Edit and approve	IQASC /HRC	By June of 2024	Frame developed and approved

<b>Phase 3 Goals</b>				
Goal Review and Analysis	Step 1: Examine goals in relations to activities and outputs Step 2: Improve goals	HRC	By end of 2024	Analysis completed
<b>Phase 4 Objectives and KPIs</b>				
Objective and PKIs Preparation	Step1: Match objectives and KPIs with goals Step 2: Make refinement if necessary	HRC	By end of 2024	Work completed
<b>Phase 5 Action Items, Metrics, Assignments, Timelines, Implementation Tasks, and Budget Assessment</b>				
Actions & Implementations	Step 1: Develop complete activity and implementation chart Step 2: Review		By end of 2024	Work completed
<b>Phase 6: Publicity Plan and Final Edits and Approval</b>				
Publicity Plan	Step 1: Prepare publicity plan Step 2: Implement it	HRC Management council	By end of 2024	Work completed

## Section Two: Goal and Action-Based Plan

Section Two provides a clear picture of how strategic goals would be achieved within given time line. This part of action plan is complementary act to the HR strategic plan and previous section of the HR development.

Gola & Objective based Activities	Strategies/Action	Responsible	Completion Time	Expected Results
<b>Goal 1. Organizational Effectiveness</b>				
<b>1.1 Process Improvement Year 1-2023-2024</b>				
-Intensify organizational effectiveness of human resources to serve the school as per university regulations.	<p><b>Strategy-</b> Develop and establish frameworks and tools to ensure continuous process improvement initiatives are strategically</p> <p><b>Action-</b></p> <p>1-Project Management-Mature and expand the project management function within HR to improve the employee experience.</p> <p>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.</p>	HRC /IQASC	By the April of 2024	Production of proposal
<b>1.2 Communication and Change Management Year 2023-2024</b>				
Communication- Identify and implement effective communication model within the HR organization.	<p><b>Strategy-</b></p> <p>a- Identify and leverage consistent medium and method to ensure that information sharing is maximized.</p> <p>b- Establish metrics to measure effectiveness of communications.</p>		By June of 2024	Content developed

	<p>a) Ensure that HR community receives necessary information to ensure transparency and open communication.</p> <p>b) Develop internal approval process to confirm that communications are reviewed and approved to ensure deadlines are met.</p> <p><b>Action</b></p> <p>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.</p> <p>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.</p>			
<b>1.3 Establishing HR and Enhancing Technology Years 2023-2024</b>				
<p>At every level we will invest in team members and more clearly define MUSOM culture to increase effectiveness as one HR.</p>	<p><b>Strategy-</b> a-Enhance HR through mission, vision and values</p> <p><b>Action-</b> 1-Mission, Vision, Values: Bring the HR Mission and Vision to the school on the value that HR brings to the university.</p> <p>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.</p>	<p>IQASC/HRC</p>	<p>By July of 2024</p>	<p>Work progress completed</p>

	3-Engagement and Growth: Create opportunities for HR employees to grow and advance			
Maximize the value of technology to the HR organization and subsequently the rest of the university.	<p><b>Strategy-</b>Enhancing technology for HR improvement</p> <p><b>Action-</b> 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.</p> <p>2-Technology Tool- Identify a productivity suite of products for the HR community to leverage to support HR activities.</p>	IQASC/HRC	By July of 2024	Proposal and guidelines developed/approved/  Implemented
<b>1.4 Data Analytics Years 2023-2025</b>				
Increase use of data to drive decision making, measure effectiveness, identify issues, validate project progress, and track compliance.	<p><b>Strategy-</b> 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.</p> <p><b>Action-</b> 1-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.</p>	IQASC/HRC DRIE	By September of 2025	Work completed
<b>Goal 2: Engage and Reward</b>	<b>Strategies/Action</b>	<b>Responsible</b>	<b>Completion Timeline</b>	<b>Expected Results</b>
<b>2.1 Compensation and Development Years 2023-2025</b>				
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.	<p><b>Strategy:</b> Improving HR system</p> <p><b>Action</b> 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</p>	IQASC/HRC	By end of August 2025	Work completed



	<p>of the school, and ensure consistency across titles and job structure.</p> <p>2-Conduct market assessments to ensure salaries are competitive in target markets.</p> <p>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.</p> <p>4- Finalize work packages, present to leadership and implement new compensation and classification program.</p>			
<b>2.2 Remote Work Years 2023-2025</b>				
Create and launch a remote work program for flexibility, cost savings, an opportunity to recruit talent outside of normal market practices.	<p><b>Strategy</b>-Developing conducive environment</p> <p><b>Action</b></p> <p>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.</p>	IQASC/HRC	By December of 2025	Work completed
<b>2.3 Rewards Years 2023-2025</b>				
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.	<p><b>Strategy</b>-Implementing system</p> <p><b>Action-</b></p> <p>1-Implement current rewards and commit to continuous review of market competitiveness and responsiveness to employee needs.</p> <p>2-Review leave and time off policies and programs, evaluate competitiveness of ongoing structure, and</p>	IQASC/HRC	By March of 2025	Work completed

	<p>create administrative and business processes to manage time apart from the work.</p> <p>3- 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.</p>			
<b>Goal 3: Develop and Retain</b>	<b>Strategies and Action</b>	<b>Responsible</b>	<b>Complwetion Timeline</b>	<b>Expected Results</b>
<b>3.1 New Employee Welcome Program Year 2023-2025</b>				
<p>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.</p>	<p><b>Strategy</b>-policy and system development</p> <p><b>Action</b></p> <p>1-Create content to deliver school-level information on topics that include ethics and values, supervision, organizational structure, business goals, total compensation, and policy. Establish a delivery platform for the school-level orientation content that is accessible to all new employees and available on demand.</p> <p>2- 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.</p>	IQASC/HRC	By end November of 2024	Work completed
<b>3.2 Talent Development Programs Years 2023-2025</b>				
<p>Create and implement development programs that focus on strengthening the skills of employees and providing information and guidance to help them grow as professionals.</p>	<p><b>Strategy</b>- Emerging activities</p> <p><b>Action</b></p> <p>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.</p> <p>2-Establish leadership and executive coaching program.</p>	IQASC/HRC	By December of 2024	Work completed

	<p>3-Identify and deliver assessment and feedback tools and programs that support individual and organizational development activities.</p> <p>3-Leverage cornerstone and workday learning content and functionally to efficiently promote, assign and track professional development at the individual and organizational levels.</p> <p>4-Deliver a broad-based suite of leadership and management programming to develop new and existing supervisors and leaders at the School.</p> <p>5- Organizational Development Develop tools, resources, and consulting capabilities to deliver organizational development services that enable units to achieve their business objectives.</p> <p>6- Establish a strong pool of learning partners with organizational development expertise.</p> <p>7-Develop suite of tools to support client engagement activities that include the needs assessment, program proposals, cost analysis, and evaluations.</p> <p>8-Establish an overarching methodology for organizational development activities to ensure the consistently deliver of services for school clients.</p>			
<b>3.3 Change Management Years 2023-2025</b>				
Establish a change management capability to support large-scale behavior transformation using communication and training.	<p><b>Strategy-</b>Approach and collaboration</p> <p><b>Action-</b> 1-Determine change management methodology. Establish subject matter expertise 2-Identify assessment and tools to support change and engagement. 3-Partner with other change management organizations to align services.</p>	IQASC/HRC	By the end of 2025	Changes made
<b>3.4 Performance Management Years 2023-2025</b>				

Prepare and implement a full life cycle performance management system that includes performance reviews, talent reviews, workforce planning, and succession planning activities.	<p><b>Strategy</b>-Framework and management</p> <p><b>Action-</b>  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.  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-Introduce a succession planning framework to reduce critical position vacancies.</p>	IQASC/HRC	By Oct. of 2024	System developed
<b>Goal 4: Recruit and Acquire</b>	<b>Strategy and Action</b>	<b>Responsible</b>	<b>Completion Timeline</b>	<b>Expected Results</b>
<b>5.1 Talent Acquisition Team Development Years 2023-2027</b>				
Develop a recruitment team that has the skills and experience to lead the recruitment process, advise hiring managers, and establish connections with candidates.	<p><b>Strategy</b>-Curriculum development and implement</p> <p><b>Action-</b>  1-Develop a flexible model that aligns with the diverse and complex needs of the school.  2-Perform a skill gap analysis by corresponding development plan for current talent acquisition staff.  3- Develop and implement a comprehensive training curriculum for Talent Acquisition.</p>	IQASC/HRC	By January of 2026	System developed
<b>4.2 Branding Years 2023-2027</b>				
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.	<p><b>Strategy</b>-Brand development</p> <p><b>Action-</b>  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.   2-Use a comprehensive social media platform.  3-Develop a formal employee referral bonus policy and program associated with research.</p>	IQASC/HRC	By March 2026	Progress made

4.3 Candidate Experience Years 2023-2027				
Establish a distinctive candidate experience that is positive, consistent, and efficient across all locations and units.	<p><b>Strategy</b>-Survey conduction</p> <p><b>Action</b>- Develop and implement a Candidate Relationship Management (CRM) solution that utilizes technology to help build a talent community, nurtures active &amp; passive candidates, and increases applications. 5.3.2 Implement a candidate experience survey to enhance recruiting strategy and continuously improve candidate experience.</p>	IQASC/HRC	By April 2026	Progress made
4.4 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.	<p><b>Strategy</b>-Manage work recruitment</p> <p><b>Action</b>- 1-Implement LinkedIn Recruiter and integrate with Workday Recruiting. 2-Develop specific workforce programs that strategically target diverse, disabled, and veteran candidates. 3-Implement a robust school Recruitment program. 4-Conduct an ROI analysis of current recruitment sources and develop a comprehensive sourcing roadmap.</p>	IQASC/HRC	By November of 2026	Progress made
4.5 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.	<p><b>Strategy</b>-Selection process management</p> <p><b>Action</b>- 1-Refine search committee procedures for staff positions to increase the speed, and agility of the recruitment process. 2-Develop an Assessment and Selection methodology that aligns with employer brand and diversity goals. 3-Develop a Technical Services business process review.</p>	IQASC/HRC	By July of 2026	Progress made
4.6 Streamline Processes Years 2023-2027				

Streamline processes to meet the needs of academic and staff stakeholders.	<b>Strategy</b> -Workforce plan management  <b>Action-</b> 1-Initiate a Technical Service business process review. 2- Implement a manager satisfaction survey to assess manager satisfaction with the recruitment process. 3-Conduct a part-time and temporary workforce assessment and develop a corresponding workforce plan.	IQASC/HRC	By September of 2026	Progress made
<b>4.7 Faculty Recruiting Support Years 2023-2027</b>				
Support and guide faculty recruitment	<b>Strategy</b> -Tracking faculty retain  <b>Action-</b> 1-Implement a pilot program at the school for sourcing non-tenure track faculty. 2- Implement a Dual Career program to attract and retain faculty hires.	IQASC/HRC	By end of 2026	Progress made
<b>Goal 5: Diversity, Inclusion, and Belonging</b>	<b>Strategy and Action</b>	<b>Responsible</b>	<b>Budget</b>	<b>Expected Results</b>
<b>5.1 Establish Diversity, Inclusion, and Belonging Years 2023-2027</b>				
Establish the diversity, inclusion, and belonging (DIB) function within Human Resources.	<b>Strategy</b> -BID initiative  <b>Action-</b> 1-Create the infrastructure necessary to support DIB across the school. 2-Create a marketing plan to raise awareness of the school's DIB initiatives. 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.	IQASC/HRC	February of 2027	Progress made
<b>5.2 BID through Talent Acquisition Years 2023-2027</b>				
Partner with concerned authorities and stakeholders to review recruitment policies, strategies, and processes and	<b>Strategy</b> -BID implementation  <b>Action-</b>	IQASC/HRC	By April of 2027	Progress made

<p>ensure they support bringing diversity and inclusion excellence into recruitment and hiring practices and progressively expand the number of qualified diverse candidates.</p>	<p>1-Establish methods to ensure the creation of diverse talent pipelines.  2-Recommend diversity statements for position postings that describe the school's commitment to DIB.  3-Recommend selection criteria to assess candidates' commitment to BID.  4-Explore incentive programs to increase the diversity of staff.</p>			
<p><b>5.3 BID through Education, Training, and Development Years 2021-2027</b></p>				
<p>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.</p>	<p><b>Strategy-BID accountability</b>   <b>Action-</b>  1-Set expectations to advance DIB and increasing awareness is a responsibility of all employees and employees will be held accountable for such responsibilities.  2-Update policies and practices related to accessibility, accommodation, work-life balance, and health, so that all employees can thrive.  3-Build opportunities for interaction on issues of diversity and inclusion to become part of a continuous learning culture.  3-Promote existing and create new programs and services around well-being and healing stress.</p>	<p>IQASC/HRC</p>	<p>By June of 2027</p>	<p>Progress made</p>
<p><b>5.4 School Communities of Belonging Years 2023-2027</b></p>				
<p>Create and promote communities of belonging</p>	<p><b>Strategy-Community dialogue</b>   <b>Action-</b>  1-Create and support networks of colleagues to build a sense of belonging and improve communication across the school and university.  2-Determine methods to leverage communities of belonging as advisors to school leaders.  3- Provide source funding for activities and initiatives to build sustainability into these communities.</p>	<p>IQASC/HRC</p>	<p>By August of 2027</p>	<p>Progress made</p>

<b>5.5 Assessment Strategies Years 2023-2027</b>				
Develop assessment strategies to ensure we are creating an inclusive and welcoming school community.	<b>Strategy-Assessment system</b>  <b>Action-</b> 1-Ensure MUSOM is completing comprehensive salary equity studies and remedying inequities. 2- Create data MUSOM dashboards to provide transparency and regular updates on DIB progress. 3-Partner with the university office to conduct climate studies to ensure the progress towards key goals.	IQASC/HRC	By end of 2027	Progress made



### **Section Three: Implementing HR Action Plan**

Providing the action plan road map for HR development of MUSOM academic culture, this plan of action implement MUSOM HR Strategic Plan 2023. MUSOM Governing Council, Management Council and functional committees will be fully responsible for implementing the activities pointed out in the strategic plan. All concerned stakeholders will be requested to help in implementing the plan of action. On the basis of requirements, the plan will be divided into the different phases.

Plan of Action is being prepared to execute strategic plan effectively.

The plan will be instrumental tool for enhancing and improving the MUSOM academic culture as under:

MUSOM HR management

Sound Teaching-learning Environment

Collaboration

Social networking

Research, innovation, entrepreneurship and publication

Exam conduction and faculty development

All MUSOM activities and works

#### **Desired Outputs after One Year**

After implementation of the plan, MUSOM will be like as follow:

- Stepping towards Center of Excellence for quality higher management education
- Digitization of administration, infrastructure, teaching-learning, research and publication
- Trained faculty members
- Need based research and publication
- Implementation of Mid-West University Autonomy Bylaws-2075
- Strong collaborative Networking

#### **Monitoring and Evaluation**

MUSOM management council will monitor and evaluate implementation of the plan. Different committees and individuals will be responsible for preparing report and evaluation of activities done. Mid-West University Executive council and MUSOM Governing Council will evaluate the outcomes of the plan.