

MARIHE 5: Human Resources Management

Human Resources Management Strategy for a Community College

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HRM Strategy for Community College

*Introduction*

The community college is a comprehensive [college](https://en.wikipedia.org/wiki/Community_college) that serves mainly to the local region satisfying its needs in being an intermediary link between high schools and universities.

This institution provides a dynamic learning environment that is recognized for the students’ success, academic excellence and quality instruction.

## The college has identified as its prime goal conduction of teaching and learning activities with innovative technologies in educational field through highly qualified academic staff and application of innovative technologies in teaching and learning and provision of competent and qualitative educational services.

*Rationale*

The community college is an educational institution focused in its teaching mission. The General Strategy targets four concepts: *Create Learning, Achieve Equity, Engage Community and Embrace Discovery*. The Human Resources Unit must identify the areas of action where it can intervene in order to contribute with those concepts and further development of the General Strategy for 2016-2020. The Human Resources Unit through their coordination will take specific actions that will be explained in this document to achieve the results and therefore reach the promise that we make to every student: to be an excellent institution that will support, educate and provide opportunities.

## *Mission, vision and core values*

The *mission* is to create meaningful and relevant learning, to inspire greater equity, and to celebrate success in our lives and our communities.

The *vision* is to be recognized as a spirited leader in emphasizing and documenting student learning. It is known for its commitment to innovation and excellence, its inclusive internal and external community, and its technology integration. They achieve this through the collective dedication and recognition of their college family. This vision will be achieved, through consultation and communication with internal as well as external stakeholders of educational institution like government, students, parents of the students, academic partnerships, foreign students, etc.

Human Resources Department is determined to provide a quality integrated service by creating a safe, healthy and friendly environment where its own staff is evaluated, respected and who is able to realize their full potential. Thus, Human Resources Department maintains a positive attitude, sense of perspective and a supportive environment for professional self-realisation of teaching and research potential by academic staff. Moreover, Human Resources & Legal Affairs Unit of the College promotes academic staff success by embracing the following *core values*.

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| *Integrity* by | Maintaining confidentiality and professionalism, treating others with respect and fairness |
| *Innovation* by | Promoting meaningful change, excellence and improving knowledge, abilities and skills |
| *Diversity* by | Recognising and respecting the value of human differences, acknowledging contributions of others |
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| *Trust* and *mutual respect* by | Expressing views without fear of discrimination, encouraging new ideas |
| *Collegiality* by | Communicating openly and honestly in a constructive and a supportive manner sharing ideas and resources |
| *Responsibility* by  *Leadership* by  *Excellence* by  *Access* by | Taking personal and professional responsibility for our actions, performance  Providing opportunities for people to develop leadership practice, grow in confidence, learn from peers in the professional academic community  Facilitating and rewarding creativity and critical thinking by faculty that lead to excellence in teaching, learning, and service  Enabling academic staff to manifest their potential in teaching, learning, and/or creative work with funded research and teaching support programs (Tacoma Community College, December 2015). |

*Organizational Structure of the Community College*

The college is organized into five administrative divisions: Academic and Student Affairs, Student Services, Administrative Services, College Advancement and Human Resources and Legal Affairs. These are led, respectively, by an Executive Vice President for Academic and Student Affairs, a Vice President for Student Services, a Vice President for Administrative Services, a Vice President for College Ad­vancement and a Vice President for Human Resources and Legal Affairs. In addition, there is a Chief of Staff, under the president, who mainly serves as an advisor to the president.

The Executive Vice President for Academic and Student Affairs is mainly responsible to academic planning, directing the growth of academic and student affairs programs, the development of academic policy, and advocating for faculty and student rights and responsibilities.

The Vice President for Administrative Services is responsible for the college’s accounting, budget, and au­diting functions, information technology, purchasing, central ser­vices, risk management and contracting.

The Vice President for Student Services works on the enrolment services, campus security, students’ wellness, students’ success and other related services.

The Vice President for College Advancement serves as the college’s official spokesperson, providing accurate, consistent messages to the public, the media, commu­nity leaders, legislators, and other constituents.

The Vice President for Human Resources and Legal Affairs is responsible for employer employ relationships and legal issues.

*Areas of Study and Training programs*

The College offers over 50 transfer areas of study and 25 career-oriented certificate and degree programmes. The 2-year public college was fully accredited by the [Northwest Commission on Colleges and Universities](http://www.nwccu.org/). It offers 2-year associate degrees for university transfer **that is resulting with an American bachelor's degree and provides** professional and technical programs in 15 areas of study, including health care, computing and technology, business and management, social sciences, etc. **Dual Degree Programs enable i**nternational students having enrolled in the High School Completion programme to take college level classes.

*Strategic Plan of the community college for 2016-2020*

The 2016-2020 strategic plan is built in accordance with the mission, the vision and objectives of the College. The College is constantly working to give its students the best education and employment opportunities in future. The realisation of Strategic Plan for 2016-2020 is based on four solid concepts:

* Create learning: design and implementation of learning-focused instructional methods that respond to student and community needs.
* Achieve Equity: embrace the variety of cultures, learning styles and life experiences of the community.
* Engage Community: the College faculty, staff, and students seek and actively participate in local, national, and international partnerships that fuel college and community growth.
* Embrace Discovery: continuous exploration, evaluation, and innovative solutions to strengthen learning, equity, and community.

In order to align the objectives coming from the General Strategy and the Human Resources & Legal Affairs Unit, we had built a matrix where we show how we are making sense of both strategies to achieve the latest goal: to provide a life experience for our students.

The following chart explains the Action line, its general objective and then the HRM strategical objective, its strategies and the coordination responsible together with the KPI.

* Create learning: design and implementation of learning-focused instructional methods that respond to student and community needs.
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* Embrace Discovery: continuous exploration, evaluation, and innovative solutions to strengthen learning, equity, and community.

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| **Action Line** | **General Objective** | **HRM Strategic Objective** | **HRM Strategies & Responsible** | **KPI** |
| Active participation in development of quality assurance in all the programs. | To modernise programs according to national and international standards and requirements. | To build core competences in academic staff. | Regular trainings for full time staff in their areas of expertise.  Responsible: Staff Development | Certifications of the teachers.  Development of sample lesson plan for the new knowledge acquired from the training. |
| Design and implementation of better teaching and learning strategies. | To provide spaces where our teaching staff can share and develop better teaching- learning strategies to our students. | To build a collaborative teaching and learning community based on the expertise, the practice and the training. | Development of a Best Practices Seminar for the teaching community.  Responsible(s): Organizational Development, Staff Development. | Involvement of the 65% teaching staff in the Best Practices Seminar. Production of books compiling the common work of the teaching community. |
| Competitive education in accordance with a principle “education for all throughout the lives” due to international standards and changing requirements of a labour market and technologies | To align educational process according with the principle of “education for all throughout the lives” | To support professional willingness of teaching staff for self-development and self-improvement in taught subjects and for overall personal development | Culture of “education for all throughout the lives” for our staff inspiring the passion for knowledge.  Responsible(s): Organizational Development | Number of attended conferences, roundtables, symposia, on teaching methodologies and related subjects |
| Provision of international attractiveness of the College and integration into the international educational community | To increase the international rankings of the college. | To promote the teachers’ mobility and the recruitment of staff with experience abroad. | To promote, increase and track the teacher mobility schemes during the academic years Responsible(s): Staff Development  To include in the profile of the teacher the requisite of international experience Responsible(s): Recruitment and Selection | Increase staff mobility by 20%  Increase teacher staff hired with experience abroad by 15% |
| Development and support of human resources of the College providing stable employment, social security and opportunities for the professional growth. | To retain academic staff offering them career growth, fruitful work conditions, and social security. | To offer tenure track for academic staff with high level knowledge and expertise. | Offering tenure track for academic staff with doctoral academic degrees and issuing methodological complexes, publications on taught subjects.  Responsible(s): Recruitment and Selection | Increase the Number of academic staff with tenure and the tenure track. |
| Establish partnerships with regional, national and international organizations and communities in the educational, and social projects | To build and maintain relationships with trade unions and other stakeholders. | To develop improved methods for employee engagement in community services | Prepare workshops together with stakeholders | Increase the number of workshops and participants per year. |

*Strategic Measurement 2018 & 2020*

We will proceed to evaluate our HRM strategy in the middle of the period to watch the advance of the strategies and in 2020 to measure the general impact.

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| **Strategic objective of HRM** | **Current Situation** | **KPI’s 2018** | **KPI’s 2020** |
| To build core competences in the teaching staff | 20% of our staff is updated in teaching strategies | We will improve by 20% of the staff updated and they are providing tools to their colleagues | We will achieve the 65% of the staff is updates. |
| To build a collaborative teaching and learning community based on the expertise, the practice and the training. | Informal collaboration among the teaching staff. | Execution of 3 Best Practices Seminars and collaboration of more than 50% of the teachers. | Execution of 5 Best Practices Seminar, collaboration between internal staff and external staff from other Community Colleges. |
| To support professional willingness of teaching staff for self-development and self-improvement in taught subjects and for overall personal development | Two workshops per year prepared and 30% of academic and non-academic staff participated | A workshop is prepared every quarter; 50% of the staff participate. | 70% of the staff participate in the workshops |
| To offer tenure track for academic staff with doctoral academic degrees and issuing methodological complexes, publications on taught subjects. | 50% of academic staff with tenure and tenure track | 65% of academic staff with tenure and tenure track | 80% of academic staff with tenure and tenure track |

Human Resources & Legal Affairs Unit (HR&LA)

comprises a set of policies

designed to maximize organizational integration, employee commitment,

flexibility and quality of work. Within this model, collective industrial relations

have, at best, only a minor role. Despite the apparent attractions of HRM

to managements, there is very little evidence of any quality about its impact.

Furthermore very few

UK

organizations appear to practise a distinctive form

of HRM, although many are moving slowly in that direction through, for

example, policies of employee involvement.

The HR&LA Unit is the set of *policies, actions and coordination which manage all the employer-employee services of the Community College.* For providing such services, the College HR&LA Unit works with four types of coordination which are described below.

*Finance and Rewards Coordination, RFC*

The FRC supervise the payment of all the employees and operates the reward system with the TCC Units, managerial and academic. The specific tasks of this Unit are:

* Signature of the employee-institution contract.
* Execution of paperwork for the payments and additional services offered to the new employee
* Collaboration with the Finance Unit to execute all the payroll
* At the end of a work-institution relationship the FRC is in charge of guarantee the last payment and the conclusion of the contract

*Organizational Development Coordination, ODC*

The ODC is the special HRU in charge to guarantee the College communication among the employees and promotion and development of activities for the cohesion of employees and identity. The specific tasks are

* Organization of the Best Practices Seminar
* Development of a communications system between all the Units of the College.
* Promotion of joint projects among units, for instance, the rewards system between the FRC and the Finance Unit.
* Organization of the special community college celebrations: the College community, recognition for service (where the College celebrates the best performances among managers, teachers, students and outsources and the rector offers a distinction to them).
* Joint project with SD&CP and R&S to offer new members an inboard program, where they find the basic information and connections to start their activities in the Institution with a high degree of motivation and belonging to the institution.

*Recruitment & Selection Coordination, R&SC,*

The R&SC conforms the group of people in charge of maintaining the workforce complete and in balance. The specific tasks are

* Execution of the Recruitment and Selection
* Determine the marketing strategies for the attraction of new professionals
* Planning and execution of the in-boarding program

*Staff Development and Career Planning Coordination*

The coordination is led by the HRU Director who supervises the coordination, their relationships and the joint projects; moreover, this position has the link with the rector and the leader of other units. The HRU Director is a profile strongly focused in the customer, the employees (teachers, support areas staff, and helping staff), however this position also requires a high level of understanding of the latest customer, the student. Therefore, when the HRU accomplishes excellent standards (strong institutional culture, employees’ satisfaction, it is also improving the quality of the Community College programs. The core activities are:

* Promotion of mobility among the teaching staff
* Guidance in career planning
* Help and guidance in the execution of the Best Practices Seminar

*Learning reflection*

During this exercise we realised the complex nature of the Human Resources Units inside the Higher Education Institutions. Without a question the HR Unit is a key element to achieve the mission and objectives of an institution. We agree that the main focus of the HR Unit should look at the harmonisation of the Unit with all the areas of the institution. For this purpose a strong organizational development should be addressed and it has to work jointly with the student affairs unit and other departments that are close to the students.

Overall, this exercise allow us to come from the organizational perspective to the student approach focus, therefore we are able to plan concrete strategies that in the short and long term result in the improvement of the student experience and student learning.

*References*

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