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Qatar University
Human Resources Strategy and Work plan
2011 - 2014

EDUCATIONAL EXCELLENCE THROUGH PEOPLE

Human Resources Strategy



Executive Summary

“Qatar aims to build a modern world-class educational system that provides students with a first-rate education.”
Qatar National Vision 2030

In keeping with the Qatar National Vision 2030, the objective of the Human Resources function at Qatar University (QU) is to support the achievement of the institution’s strategic objectives as described in the QU Strategic Plan and to realize the goals of the QU Reform Project.

The purpose of this Human Resources Strategy is to demonstrate the alignment of human resource activities – plans, policies, programs, workforce practices—with Qatar University’s strategic priorities and the goals of the Reform initiative and to present a comprehensive workplan to help us to achieve our objectives.

We have an opportunity!

Qatar University operates in a complex environment. We are experiencing:

- an increasingly competitive market for talent compounded by significant demographic changes;
- a rapidly growing research function;
- dramatic changes to our academic and administrative practices spurred by the focus on SACS Accreditation;
- high turnover in some employee categories and insufficient turnover in others;
- constant change brought upon us by technological advancements and economic and social change in our broader stakeholder environment that requires ongoing examination of the alignment of QU priorities with national and cultural interests.

The ability of Qatar University’s employees to respond to these demanding circumstances is at the core of the institution’s ability to realize its Vision and Mission:

Vision: *Qatar University shall be a model national university in the region, recognized for high-quality education and research and for being a leader of economic and social development.*

Mission: *Qatar University is the national institution of higher education in Qatar. It provides high quality undergraduate and graduate programs that prepare competent graduates, destined to shape the future of Qatar. The university community has diverse and committed faculty who teach and conduct research, which address relevant local and regional challenges, advance knowledge, and contribute actively to the needs and aspirations of society.*

Being a *model* university that is recognized for *high-quality education and research* and *leading social and economic development* requires:

- effective academic, research and administrative leadership;
- highly qualified faculty, researchers and staff;
- a collaborative, respectful and safe working environment that engages all employees and focuses energies on achieving our strategic objectives and the goals of the Reform Project;
- effective change management and internal and external communications;
- administrative support that facilitates the success of academic and research functions.

And we have a problem

The Human Resources function at Qatar University is not viewed as a strategic partner. Rather, HR is seen as an administrative ‘back-office’. Customer service and follow-up are poor. HR is seen as an enforcer of rules rather than a facilitator of business success.

Processes in HR are often paper-based and bureaucratic. Information systems are not leveraged to full advantage. Support for recruitment, performance management, and training is largely administrative.

In short, HR is not organized or staffed to provide the level of professional HR support that QU requires in order to meet its objectives. A new approach is required.

Our solution

This Human Resources Strategy sets out the priorities and delivers a plan that:

- establishes a new organizational model for the Human Resources function at Qatar University,
- develops the foundation for excellent HR services,
- identifies HR objectives aligned with the QU Strategic Plan and the Reform initiative recommendations,
- supports development of the leadership, academic, research and administrative skills of our employees,
- delivers a new customer service model that emphasizes supporting management and employees.

Most of all, our strategy recognizes that the Human Resources function at QU must support the attraction, retention and development of diverse, committed and highly qualified faculty, research and administrative employees and that we must play a role in developing an enriching community within Qatar University that preserves and enhances Qatari heritage and cultural values. In accomplishing these strategic objectives, HR must communicate effectively and provide exceptional customer service and support to academic, research and administrative partners.

Our Vision for HR

Our Human Resources vision is built on the belief that educational excellence is only possible through the efforts of qualified and committed faculty and staff. Our vision is simple:

Human Resources supports Qatar University leadership in delivering educational excellence and in creating an employment experience that is recognized internally and externally as a model in the region – QU is both a model national university and a model employer!

Becoming a model employer in the region demands a higher standard of employment practices. We must strive for transparency, fairness, and accountability. We must build a working culture that engages and inspires all employees for the betterment of the education provided to the students of Qatar University.

Our Values

Effective Human Resource management is principles *and* results-based. The team in HR and the stakeholders of HR Services across Qatar University must know, understand and support these principles. We can be flexible in our administration, our interpretation and our implementation of HR policies and programs but we should not betray our values.

- **Customer Service Excellence** – We are dedicated to satisfying customer needs and honoring commitments that we have made to them.
- **Teamwork** – Our team is supportive of each other's efforts, loyal to one another, and care for each other both personally and professionally.
- **Respect** – We treat our team members, customers, partners and suppliers with mutual respect and sensitivity, recognizing the importance of diversity. We respect all individuals and value their contributions.
- **Alignment and Accountability** – We accept responsibility for our actions. We make and support business decisions through experience and good judgment.
- **Collaboration** – We build relationships within Qatar University, between Colleges, Departments and domains, between agencies and between individuals (to meet client needs).
- **Confidentiality** – We share information about our employees only on a 'need to know' basis and we respect the privacy rights of our employees.

Our Objectives

In support of Qatar University's Strategic Objectives and the goals of the Reform initiative, the Human Resources objectives are organized in five key areas:

- Build the foundation for exceptional HR programs
 - This includes skill development in HR, organizational structure, basic administrative systems, and program development.
- Attract and Retain Top Quality Leaders, Faculty, Researchers and Staff
 - Faculty retention, job security, professional development and compensation
- Customer Service Excellence
 - Proactive service, help desk support, exceptional follow up
- Effective Communication
 - Outreach and education, marketing of QU as an employer (the QU employment 'brand')
- Build an enriching, engaging work culture
 - New rewards programs, employee events, new performance management system and career transition support.

There are twenty-six HR objectives. These HR objectives are described below and in the HR Workplan in appendix A. These objectives are will be accomplished in the next three years according to the timeline in the Workplan.

Human Resources Strategy

Objectives (cont'd)

The objectives of the Human Resources department are driven by the QU Strategic Objectives and are based on the key Reform Initiative recommendations as shown below:

QU STRATEGIC OBJECTIVES RELEVANT TO HR						
<i>To attract and retain high-quality faculty and staff and maintain an enriching community for faculty</i>	<i>To develop, attract, and retain faculty and research support staff to scale up research capacity</i>	<i>To foster an environment that encourages faculty and staff participation in the community activities and preserves and enhances Qatari heritage and cultural values</i>	<i>To develop, improve and document operational processes</i>	<i>To develop and improve internal and external communications regarding the services offered by business units</i>	<i>To develop, implement and improve human resources attraction and retention strategies</i>	<i>To promote a service oriented culture</i>
HR OBJECTIVES						
Attract and Retain	Customer Service	Communication	Work Culture	Build Foundation		
Build Research recruitment capacity	Implement HR HelpDesk	Publish HR Policies and educate employees	Develop and implement ad hoc rewards program	Develop procedures and desk manuals aligned with HR Policies		
Address Administrative Staff compensation issues	Review and improve Immigration function customer service model	HR Advisory Team outreach	Implement Oracle R12 Performance Management	Develop HR skill set through coaching, professional development and career development		
Increase opportunities for professional development, training, conferences etc.	Implement HR Advisory Services structure and customer alignment	Improve marketing of Qatar University as an employer	Plan and deliver two employee events per year – build an ‘enriching’ environment	Streamline salary and allowances structure and migrate employees to new structure		
Implement Oracle R12 iRecruitment and streamline recruitment process and workflow	Implement internal HR Customer Satisfaction Survey and HR Scorecard	Communicate HR Strategic Plan and values to people managers and employees at large	Implement Career Resource Centre and support managers in dealing with redundancy and poor performance.	Implement Oracle Core HR		
Improve communication with and support of candidates and newly arrived employees			Develop and implement QU Management Development Program	Expand manager and employee self-service and workflow options		
Explore tenure and other options to increase contract duration for Faculty and improve job security			Develop HR policies/programs to encourage faculty and staff participation in community activities that preserve and enhance Qatari heritage and cultural values	Review and re-organize employee personnel files in preparation for electronic personnel files		
				Review and update all QU job descriptions and develop new competency model		
REFORM INITIATIVE RECOMMENDATIONS						
<ul style="list-style-type: none"> - Improve Management of Faculty and Staff - - Decentralize Administrative Arrangements - 						

Human Resources Functions

To realize our vision and achieve the HR objectives, Human Resources must be structured to meet the needs of Qatar University, align with internal customers, and provide a clear accountability framework. Human Resources will support the achievement of our vision and the realization of our strategic and tactical priorities through the following functional areas:

- **Human Resource Advisory Services** – To support colleges and departments as a business partner who understands their operational and people management issues and works actively to improve operations, education of our students and people management practices.
 - **Recruitment and Selection** – To recruit and retain the right talent to meet current and future needs. In doing so, to use methods that demonstrate equality of opportunity and transparency and enhance the perception of the Qatar University as an employer. Retention of qualified employees requires up-to-date workforce policies and programs that clearly demonstrate our commitment to the quality of our work environment, promote work-life balance and are flexible and family friendly.
 - **Training, Development and Succession Planning** – To maintain the requisite leadership and operational competencies to ensure continuity, effectiveness and educational excellence.
 - **Employee Relations** – To have a collaborative and constructive relationship with employees and that allows the Corporation's objectives to be met and change to be accommodated.
 - **Employee Events** – To support the creation of an enriching work environment for faculty and staff we will organize employee events that provide opportunities for interaction, socialization, and knowledge sharing.
 - **Organizational Development** – To act as a business partner in supporting organizational change through organizational design, change management and interventions (teambuilding, interpersonal or team conflict resolution, etc); particularly in the areas of rewards and recognition, culture change, collaboration and workflow.
 - **Health and Safety** – To establish and promote high standards of health, wellness and safety throughout the corporation to enable staff to perform productively.
- **Compensation and Benefits Administration** – To ensure that employees are appropriately rewarded and that salaries and benefits are consistently administered and competitive in order to recruit and retain staff so that they support and meet Qatar University's objectives.
- **Immigration** – To provide efficient, effective and customer-focused immigration services. This includes processing of employment, student, residence, entry, re-entry, exit and visit visas. This includes effective liaison with government authorities to facilitate visa processing.
- **Career Resource Centre** – To provide an means for QU Colleges and Department to manage redundant and poor performing employees. The Career Resource Centre is established to support Qatari employees undergoing career transition. The Career Resource Centre provides support, training, skills upgrading, job skills training, and job search assistance.
- **HR Systems and Employee Records** – To provide and support HR information systems that enable effective human resource management by people managers throughout QU and within the HR department. This includes development of the core HR system to ensure employee records are accurate and up-to-date and that salaries and allowances are consistently and correctly administered. Development of manager and employee self-service and workflow tools to streamline processing are immediate priorities. Developing an electronic personnel file is a longer term priority.

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- **Help Desk** – To respond promptly and courteously to employee inquiries and requests to process routine transactions. To respond directly and follow up with customers and staff within HR to ensure satisfactory resolution. To refer inquiries on more complex issues to the relevant staff in HR and to follow up on routed inquiries to ensure completion.

In the future, Qatar University should consider the addition of a Safety function for the University. Workplace Safety contributes to the well-being of staff and communicates care and concern for our employees and students. The Safety function should reside in the HR Department and be responsible for workplace safety monitoring and accident investigation.

See Organization Chart in appendix B.

Our Measures of Success

The expected outcomes include:

- a reliable, service-oriented and responsive human resources function as measured by our client satisfaction surveys;
- an engaged and committed workforce as measured by year over year improvement in staff satisfaction survey data and exit interviews;
- the degree to which Qatari employees are supported in developing competencies and career progression;
- a workplace that reflects the diversity of the broader population and welcomes cultural differences as evidenced by annual review of our employee demographics;
- a workplace that is an enjoyable place to be as measured by elements of the staff satisfaction survey;
- motivated and results-focused employees as measured by the achievement of strategic plan objectives; and,
- a workforce that is open to learning and engaged in regular skills training and professional development activities as measured in a Training Hours per Full Time Employee metric.

Risks

Institutional Risks

Execution of this Human Resources Strategy and Workplan is imperative. If we do not continue to modernize our Human Resource practices and programs and create the kind of compelling and engaging work environment we need, our ability to function effectively will be impaired; we can only achieve success through our people. Other risks of not proceeding with this Human Resources Strategy include:

- skills and knowledge shortage due to inadequately trained staff, retirements and turnover, which would negatively impact our ability to meet educational and accreditation standards;
- increasing difficulty attracting and retaining staff;
- inability to recruit or develop the skills and knowledge needed to successfully deliver new programs to students; and
- engagement levels will remain sub optimal. Low engagement would result in our failure to realize the full value of the contribution our employees could make in assisting the organization to achieve its strategic objectives and realize the goals of the Reform initiative.

Program Risks

Risks for implementing the strategy include the following:

- **Skill set in human resources** – Over the past few months we have focused on building and acquiring requisite skill and knowledge within the Human Resources team to deliver the advice, planning and support necessary to deliver and continue to evolve the human resources function. We have made progress in this area; however, it continues to be a focus in the coming years.
- **Involvement of managers/organizational commitment** – Successful execution of the Human Resource Strategy depends on the recognition that Human Resources staff alone cannot achieve everything in the Strategy. Managers have to assume more coaching/development and people oriented responsibilities as this positively affects engagements, motivation and performance.
- **Credibility and trust** – The ability of the Human Resources Division to act on the key strategies depends to a large degree on the credibility and trust that staff and management have for its core services. Core services must be delivered in accordance with the standards and to the expectations that have been agreed.
- **Conflicting priorities, new issues, or divisional supply constraints** – Strategic plans must be capable of responding to changes in the environment, emergent issues and shifting priorities. Responding to these changes requires flexibility and often innovative ways to continue to make progress on plans even when some activities have to be deferred. Awareness that the ‘journey’ associated with human resources strategies is as important as the ‘destination’ is an ongoing educational requirement, and a critical component of the communication plan. Regular monitoring and contingency planning is important to demonstrating continuous improvement.

Conclusion

This Human Resources Strategy supports the Qatar University Vision and Mission and is aligned with the major themes of the Reform initiative. Execution of this strategy will improve Qatar University’s human resource management practices and establish QU as a model employer in the region.

Alignment to the Reform Project

Qatar University has taken steps unprecedented in the region to transform itself into an institution that is at the cutting edge of higher education philosophy and practice. The Reform initiative identified that in order for Qatar University to be successful, a transformation of the work culture was required. The culture of Qatar University must change to become one in which learning is student-centred, administration is decentralized, and the individual is held accountable of his or her actions. The Reform Agenda identified seven key recommendations:

1. Establish University Autonomy
2. Decentralize Administrative Arrangements
3. Modify the Academic Structure of the University
4. Institute a Core Curriculum
5. Introduce University-wide Academic Planning
6. Improve Management of Faculty and Staff
7. Foster and Support Student Achievement

Two of these recommendations are relevant to the priorities of the Human Resources Department of Qatar University. These recommendations and the elements relevant to HR are outlined below:

REFORM PROJECT RECOMMENDATIONS	ELEMENTS RELEVANT TO HR
2 . Decentralize Administrative Arrangements	Devolve responsibility for academic decisions and routine financial management to colleges and academic departments
	Train and support staff in subsidiary academic units to ensure that practices are broadly consistent across the University
	Strengthen administrative and financial structure of the University to allow the University to reclaim its administrative autonomy from government
6. Improve Management of Faculty and Staff	Continue to strengthen the linkage between performance and pay through regular performance evaluation
	Develop compensation and reward mechanisms that provide the President flexibility in responding to changing market conditions and to recognize specific contributions by Faculty and Staff
	Improve procedures and processes for releasing redundant or poorly performing faculty and staff
	Increase opportunities for professional development, attendance at courses, training programs, conferences, sabbaticals and the like
	Explore tenure and other options to increase contract duration for Faculty and improve job security

The Reform Initiative Recommendations are the foundation of the Human Resources Department’s priorities. These recommendations are ‘themes’ that must be reflected in everything we do.

Alignment to the Qatar University Strategic Plan

In 2009, QU built on the success of its first academic plan by launching a University-wide Strategic Planning process. The result is the 2010 – 2013 Qatar University Strategic Plan. This document outlines four Key Performance Areas and a variety of Strategic Objectives that Qatar University will pursue to realize the ambitious goals of the Reform initiative and the QU Vision and Mission. These key performance areas provide valuable direction to the Human Resources department in its planning because the domains in which HR operates must be guided by and support the strategic direction of the University.

The Key Performance Areas defined in the QU Strategic Plan and the Strategic Objectives relevant to the priorities of the HR department are outlined below. These Strategic Objectives in conjunction with the relevant Reform Project Recommendations outlined above provide the framework for the presentation of the HR Workplan.

KEY PERFORMANCE AREA	STRATEGIC OBJECTIVES DRIVING HR
KPA 1 - Prepare competent graduates by providing high-quality education	To attract and retain high-quality faculty and staff and maintain an enriching community for faculty
KPA 2 - Conduct quality research that addresses contemporary challenges and advances knowledge	To develop, attract, and retain faculty and research support staff to scale up research capacity
KPA 3 – Identify and meet the needs and aspirations of society	To foster an environment that encourages faculty and staff participation in the community activities and preserves and enhances Qatari heritage and cultural values
KPA 4 – Provide effective and efficient support and facilities to academic missions and maintain a supportive environment for the university community	To develop, improve and document operational processes
	To develop and improve internal and external communications regarding the services offered by business units
	To develop, implement and improve human resources attraction and retention strategies
	To promote a service oriented culture

The Key Performance Areas defined in the QU Strategic Plan drive the strategic objectives that are most relevant to the Human Resources Department. These strategic objectives guide the work priorities of the Human Resources Department and this ensures that our efforts are aligned with the priorities of Qatar University. The table on the next page demonstrates this alignment and provides an overview of the HR Department’s strategic priorities. The QU Strategic Objectives translate into five priorities for HR:

- . Attract and Retain
- . Customer Service
- . Communication
- . Work Culture
- . Build Foundation

Human Resources Workplan

Build Foundation To develop, improve and document operational processes		
Objectives:	Department/Section/Unit	Timeline
Develop procedures and desk manuals aligned with HR Policies	HR Advisory Services HR Service Centre HR Systems & Documentation HelpDesk	
Develop HR skill set through coaching, professional development and career development	HR Advisory Services HR Service Centre HR Systems & Documentation HelpDesk	
Streamline salary and allowances structure and migrate employees to new structure	HR Service Centre	
Implement Oracle Core HR	HR Service Centre HR Systems and Documentation	
Expand manager and employee self-service and workflow options	HR Systems and Documentation	
Review and re-organize employee personnel files in preparation for electronic personnel files	HR Systems and Documentation	
Review and update all QU job descriptions and develop new competency model	HR Service Centre HR Advisory Services	

Attract and Retain To develop, implement and improve human resources attraction and retention strategies To develop, attract, and retain faculty and research support staff to scale up research capacity To attract and retain high-quality faculty and staff and maintain an enriching community for faculty		
Objectives:	Department/Section/Unit	Timeline
Build Research recruitment capacity	HR Advisory Services	
Address Administrative Staff compensation issues	HR Service Centre	
Increase opportunities for professional development, training, conferences etc.	HR Advisory Services	
Implement Oracle R12 iRecruitment and streamline	HR Advisory Services	

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recruitment process and workflow	HR Systems and Documentation	
Improve communication with and support of candidates and newly arrived employees	HR Advisory Services	
Explore tenure and other options to increase contract duration for Faculty and improve job security	HR Service Centre	

Customer Service		
To promote a service oriented culture		
Objectives:	Department/Section/Unit	Timeline
Implement HR HelpDesk	HR Systems and Documentation	
Review and improve Immigration function customer service model	HR Service Centre	
Implement HR Advisory Services structure and customer alignment	HR Advisory Services	
Implement internal HR Customer Satisfaction Survey and HR Scorecard	HR Director	

Communication		
To develop and improve internal & external communications regarding the services offered by business units		
Objectives:	Department/Section/Unit	Timeline
Publish HR Policies and educate employees	HR Director HR Advisory Services HR Service Centre HelpDesk	
HR Advisory Team outreach	HR Advisory Services	
Improve marketing of Qatar University as an employer	HR Advisory Services	
Communicate HR Strategic Plan and values to people managers and employees at large	HR Director	

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Work Culture		
Build an enriching environment		
Objectives:	Department/Section/Unit	Timeline
Develop and implement ad hoc rewards	HR Advisory Services HR Service Centre	
Implement Oracle R12 Performance Management	HR Advisory Services HR Systems and Documentation	
Plan and deliver two employee events per year – build an ‘enriching’ environment	HR Advisory Services	
Implement Career Resource Centre and support managers in dealing with redundancy and poor performance.	Career Resource Centre	
Develop and implement QU Management Development Program	HR Advisory Services	
Develop HR policies/programs to encourage faculty and staff participation in community activities that preserve and enhance Qatari heritage and cultural values	Director, HR HR Service Centre HR Advisory Services	

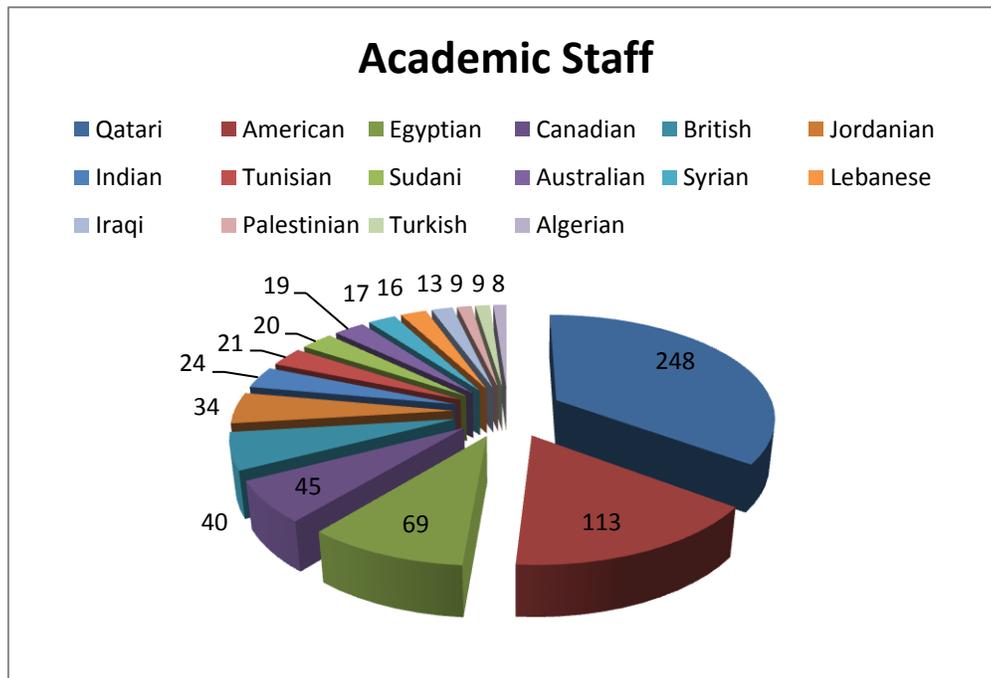
Analysis

This strategy is based on an honest assessment of our current situation. Knowing where we are helps us to plan where we need to go. For the Human Resources function at Qatar University, this journey begins with understanding our employee population, structural, administrative and compensation issues *through the lens of the institution's Strategic Plan and the goals of the Reform Project*. This analysis informs our HR Strategic Plan.

Demographic

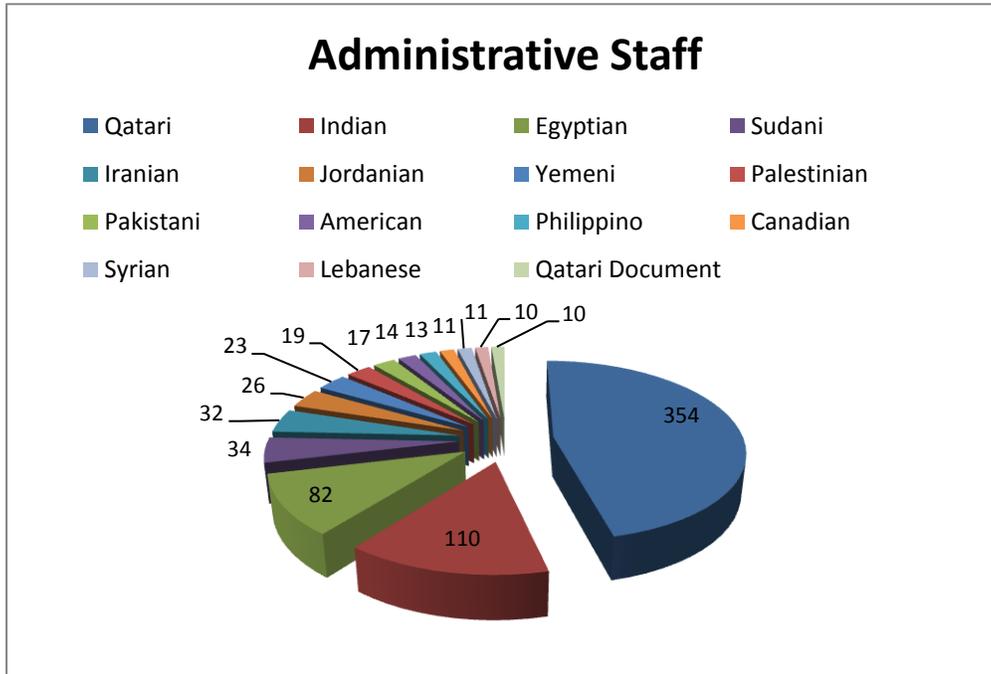
In 2009/10 Salaries and Benefits accounted for 63% of Qatar University's QR 668, 232,650 approved budget. The annual budget for Salaries and Benefits is QR 423,232,650 or US\$ 116,181,740. Clearly, the people employed by Qatar University are its most expensive (and most valuable) asset. This is particularly so in the higher education sector – the ultimate knowledge industry – it is *our job* to impart knowledge and this depends in large part to the quality of our faculty. These faculty members must likewise be supported by efficient and effective administrative support – administrative services that facilitate and do not hinder – educational excellence.

So who are the employees of Qatar University?



Our employees fall into two main categories: Academic and Administrative. Academic staff includes academic leaders, teaching staff and researchers. Administrative staff includes administrative leaders, management and technical professionals and administrative support. Our current employee complement is over 1,600 of which approximately 40% are female and 60% are male. This total staff complement of over 1,600 is split almost equally with about 800 Faculty and slightly more than 800 Administrative employees.

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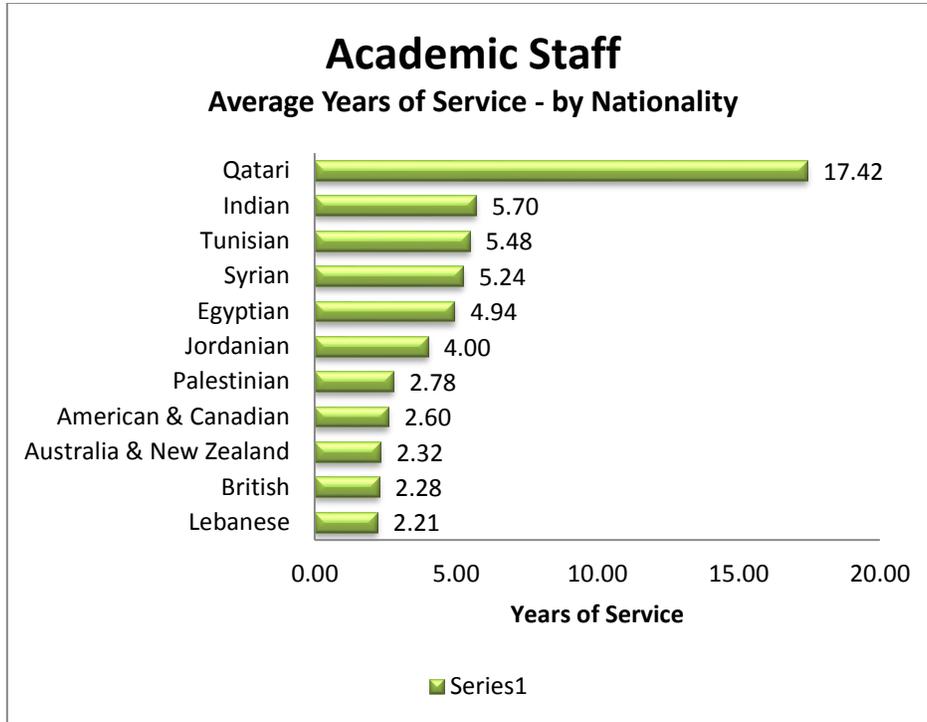
This employee population is a very diverse group. Qatar University has recruited its employee population from around the world. In both Academic and Administrative categories however, Qatari employees comprise the largest single group – more than 30% of our Academic employees and almost 45% of our Administrative employees are Qatari.

The second largest group of Academic employees are Americans and Canadians. In fact, almost 35% of QU Academic staff carry American, Canadian, British, Australian or New Zealand passports. In the case of Administrative staff, Americans, Canadians and British comprise a tiny fraction (less than 2%) of the total.

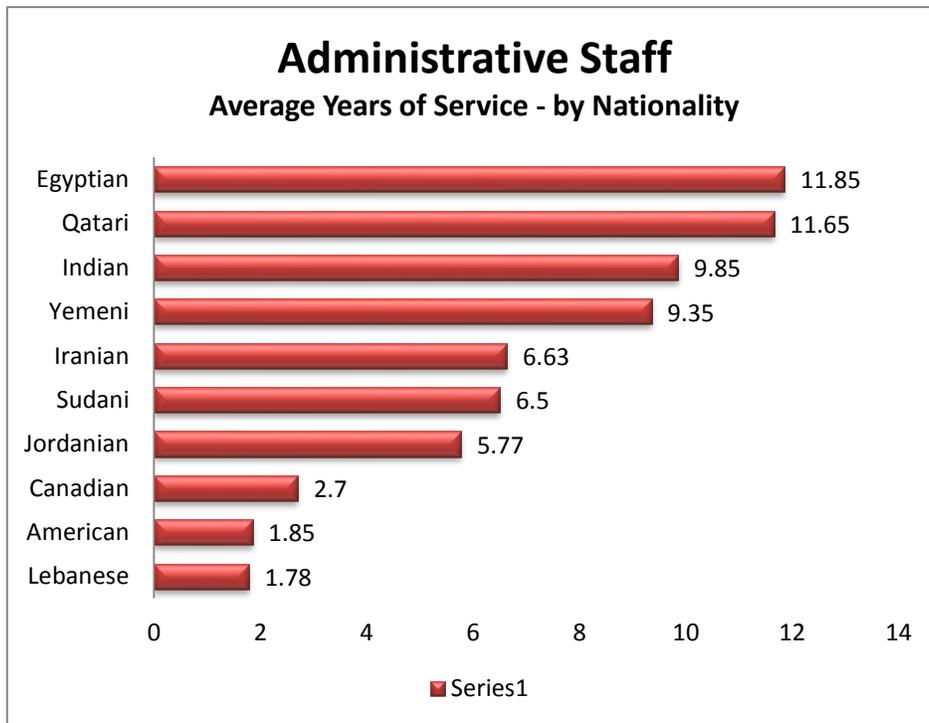
In the case of Academic staff, Americans are the second largest group. In the case of Administrative Staff Indians are the second largest group. In both Academic and Administrative Staff, Egyptians comprise the third largest percentage of our employee population and overall, Egyptians represent the second largest group of our employee population.

Qataris represent the largest single group of Academic Staff and these Qatari employees also have the longest average length of service to Qatar University (over 17 years on average). The next longest years of service in Academic Staff by Nationality are Indian with an average of 5.70 years followed by Tunisian, Syrian and Egyptian. Interestingly, American, Canadian, British, New Zealand, and Lebanese Academic Staff have an average length of service of less than one three year contract. This may reflect how recently these staff were hired to fill the gaps created by turnover accompanying academic reform or it may be a warning that ‘western’ faculty don’t tend to stay with QU as long as members of other nationalities.

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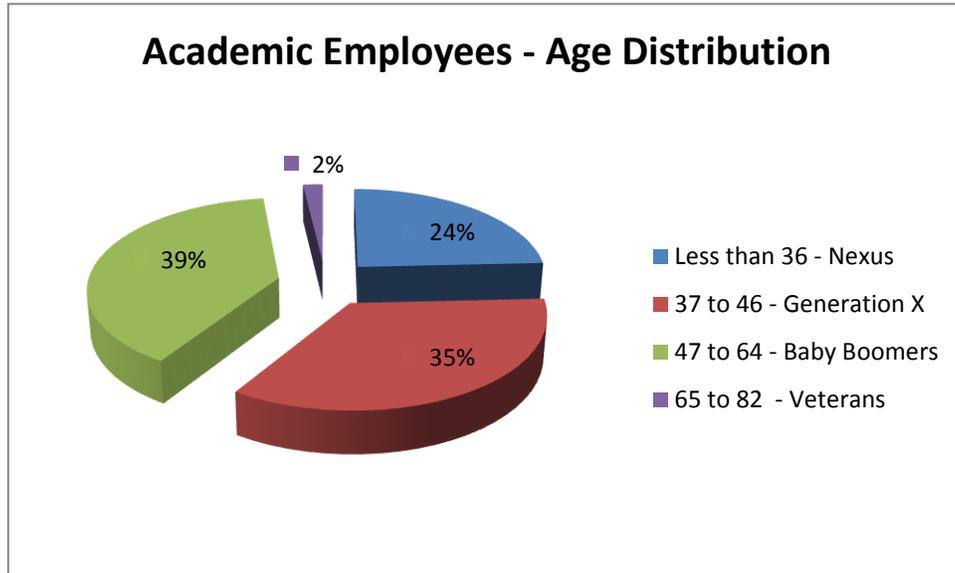


In the case of Administrative Staff the length of service of our Egyptian employees exceeds even that of the Qatari employees.

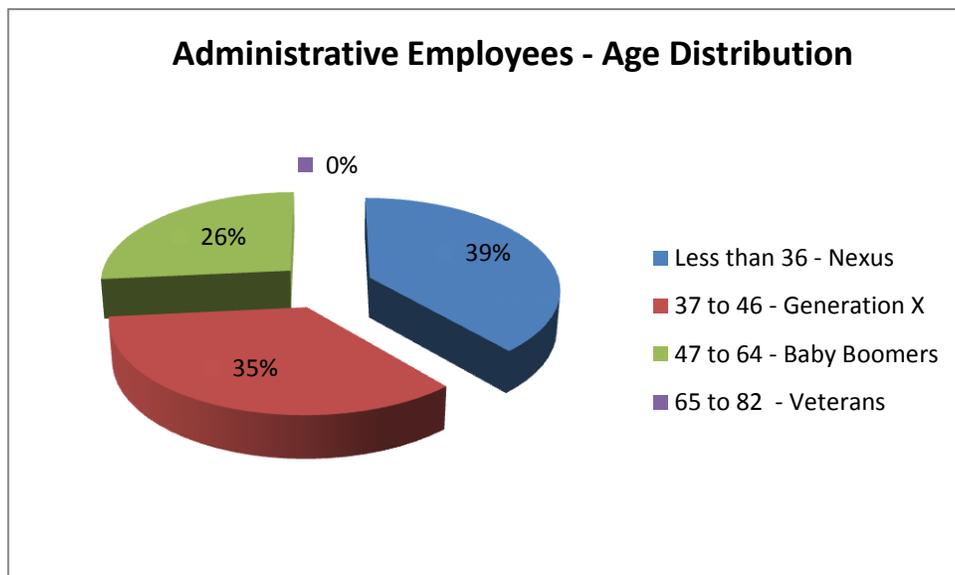


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In addition to the ethnic diversity which is so important a part of the Qatar University organizational culture another influence is Generational Diversity. Many organizations are grappling with the realities of different generational values and how they are reflected in the workforce. We are all familiar with the Baby Boomers and Generation X. To these categories are added Veterans (those born between 1929 and 1946) and the newly coined Nexus generation (those born since 1975).



These generational differences don't solely reflect differences in age. These groups bring different values and aspirations to their work. They require different types of working environments and management approaches in order to be successful. Organizations ignore generational differences at their peril.



Knowing the age distribution of our employees gives us important early warning indicators of future issues. For example, more than 25% of our Administrative Staff are Baby Boomers (between the age of 47 to 64). Almost 40% of our Academic Staff are Baby Boomers. The average age of our employees in these two groups is 53 years. In the case of Academic Staff, thirty are over the age of sixty. In the case of Administrative Staff, twenty-

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five are over the age of sixty. We can reasonably predict that these 56 employees will retire in the next five years. These employees are also long service employees and holders of organizational knowledge and history which raises a priority for QU to prepare to replace these employees and successfully transition key knowledge and organizational history.

In the past three years, the turnover rate in our Faculty ranks has totalled almost 40%. This number seems high but it must be understood in the context of the changes brought about by program improvements and the Reform Project – there is healthy turnover and there is turnover that reflects a fundamental problem. In QU the turnover in Faculty ranks is healthy in the context of the goals of the reform project and Strategic Plan. In administrative ranks, the turnover rate over the past year is only 5.47% which reflects a degree of stagnation that should also be examined. In any event, these levels of turnover and/or stagnation demand well developed recruitment and performance management programs in HR.

Structural

The Human Resources Department is more administratively focused than it is on supporting the University in achieving its strategic objectives. As well, the department is seen as an enforcer of rules and policies rather than as a business partner.

The Human Resource function at Qatar University has not, until recently, been configured for optimal delivery of services. The organizational structure was siloed with little cross-functional communication and no real focus on internal customers. A new organizational structure for Human Resources along with a new set of expectations of the staff holding roles in the department is being implemented.

This new structure breaks down silos within the department and differentiates clearly between the routine transactional work that HR must complete quickly, accurately and efficiently and builds capacity to support transformational work – the work that will aide QU in accomplishing the aims of the Strategic Plan and the Reform Project – such as recruitment, training, performance management, policy development and interpretation, change management, etc.

In addition, the new structure incorporates a clear alignment with internal clients. HR staff in the Advisory Services area will serve particular colleges or departments. This will improve customer service and accountability.

These organizational, role and responsibility changes in HR present opportunity and risk. The staff in HR are young and lacking in experience in the HR body of knowledge. We are recruiting experienced management staff to coach and mentor staff and to continue to build policies and programs to match our ambitions. But getting the department staffed and getting the new client-service model in place will take time. In short, the situation in HR is stabilizing but not yet stable.

Administrative Tools and Systems

The current Human Resources function is more administratively focused than service focused. Unfortunately, much of this administration is still paper-based. This is exacerbated by the present siloed structure of the department and the lack of cross-functional communication. Too many processes still depend on paper forms and written documentation – the self-service functions present in the current ERP are not being fully leveraged.

Likewise, the current Recruitment system is not integrated nor does it support recruitment across the organization. The current system is not user-friendly, cumbersome and not integrated with other business

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systems. The recruitment system is a home built system that will be replaced as part of the Oracle R12 eBusiness suite implementation in 2012.

The current Performance Management system too is a home-built 'hybrid' that does not meet the organization's needs. This system applies only to Administrative staff and for this group it is a significant source of frustration. In a recent Staff Satisfaction survey less than 40% of employees were satisfied with this system.

Administration of the Employer/Employee Relationship

Administration of the employer/employee relationship is a key component of HR's responsibility. Proper administration of the employer/employee relationship is complicated at QU by a salaries and allowances structure which has grown organically over the institution's history. Today we have two categories of Administrative Staff (those bound by Qatar HR Law and those still employed under what were known as QU Policies) and an Academic category that includes members of Executive Management, Researchers, and the so-called 'non-teaching Academics'.

Some of these categories contain (or should contain) fundamental differences in applicability of grades, salary ranges and allowances. Our current structure is illogical and inconsistently applied. There are numerous exceptions or gaps that are addressed differently over time – depending on who is asking and who happens to be administering the issue. This structure and alignment is being addressed and a new model has been presented for approval. This will be implemented in 2011 and the new structure will be incorporated into the core HR module of the new ERP.

A review and update of HR Policies has recently been completed. All HR policies were reviewed and streamlined – first by an external consultant and then by an internal consultant in collaboration with HR team members, the legal advisor, and a College Dean. Gaps in the policy inventory were addressed, accountability was better defined and wherever possible pushed to college management (consistent with the Reform Project goals). The policies were also clarified for easier understanding and procedural information was moved out. The new HR Policies will be reviewed by the Board of Regents in June. Once approved they will be implemented and posted in a policy directory on the QU Intranet. The policy work in HR will continue as all of the procedures accompanying each policy need further development – this will be completed by members of the new organization in HR over the balance of the year.

Faculty and Staff Satisfaction

As previously mentioned, HR is not currently viewed in the organization as a business partner. Rather, HR is seen as an administrative operation that more often hinders rather than helps QU management and its employees to accomplish what they need to accomplish. This is borne out in countless one-on-one conversations with external clients and by nuggets of information contained in Faculty and Staff Satisfaction Surveys. More than 60% of our Administrative Staff are not satisfied with the Administrative Staff Performance Management system. Less than 50% of employees are satisfied with training opportunities. Less than 30% of managers are satisfied with the services provided by the HR Department. Only 40% of staff are satisfied with their job title and job description. And only 21% of Administrators and 50% of staff are satisfied with the HR policies. Clearly, HR has a lot of work to do in implementing a new client-service model, improving communication and improving customer service.

Compensation and Rewards

Qatar University depends on the quality of its faculty and staff to deliver 'cutting-edge' academic and administrative programs. Our ability to attract and retain exceptional people is significantly influenced by the competitiveness of our compensation and benefits. Qatar University is competitive relative to our comparator

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market (Gulf region higher educational institutions) for the Executive Management and Faculty grades. But current recruitment of Administrative Staff is bound by the Qatar HRM Law basic salary scale. Based on a recent Hay Group benchmarking analysis, the basic salary scale of the Qatar HRM Law is not competitive. The salary ranges for management and professional technical staff are significantly lower than required. As well, some of the allowances provided are simply not competitive. Implementing the ambitious program for the reform of Qatar University requires exceptional leadership, faculty, research *and* administration. We need to be able to attract and retain top-quality administrative professionals in Finance, Information Technology, Human Resources and External Relations. A chain is only as strong as its weakest link and administrative professionals are a link in the chain.

Linking pay to performance and a regular schedule of performance evaluation is an important and still developing practice at Qatar University. The performance management process is linked to the provision of salary increments – satisfactory or exceptional performance results in the provision of an increment, unsatisfactory performance does not. The *system* to manage performance is in place but much work is required to develop a performance management *culture*. People managers need to do a better job of setting clear expectations, communicating throughout the year with employees about their performance, and providing constructive feedback. This will be an on-going training priority for the Human Resources Department.

Another priority for performance management at QU is improving the linkage between the objectives of the Strategic Plan with the day-to-day work of employees across the organization. The QU strategic priorities and the goals of the Reform initiative should be known and understood by all employees. Departmental and individual goals should be linked to the organization's goals. Qatar University should strive to cascade the strategic goals of the organization to every employee through the performance management system. The tools to provide this level of alignment are available through the Oracle Performance Management suite but it must be configured and implemented properly. For administrative staff this will be a priority in the coming year.

In addition to the formal, annual performance management process, people managers need better tools and resources to recognize and reward employees *throughout* the year. Recognizing good performance at the time and on the spot is a powerful and positive tool to encourage the right behaviours. All people managers should have resources (budget) and guidance to implement ad hoc and informal recognition programs at a 'local' level.

KEY PERFORMANCE INDICATORS RELEVANT TO THE HUMAN RESOURCES DEPARTMENT

DESCRIPTION	UoM	OWNER	DATA SOURCE	LATEST MEASUREMENT DATE	LATEST MEASUREMENT VALUE	TARGET 2011	TARGET 2012	TARGET 2013
Percentage of faculty satisfaction with salaries	%	HR	Faculty Satisfaction Survey	fall 2009	27.50%	Tracking	Tracking	Tracking
Percentage of staff satisfaction with salaries	%	HR	Administrative Staff Satisfaction Survey	2010	None	X	X	X
Percentage of faculty satisfaction with non-monetary benefits	%	HR	Faculty Satisfaction Survey	2010	None	X	X	X
Percentage of staff satisfaction with non-monetary benefits	%	HR	Administrative Staff Satisfaction Survey	2010	None	X	X	X
Percentage of faculty satisfaction with training opportunities	%	HR	Faculty Satisfaction Survey	2010	None	X	X	X
Percentage of staff satisfaction with training opportunities	%	HR	Administrative Staff Satisfaction Survey	2010	None	X	X	X
Percentage of staff satisfaction with performance appraisal process	%	HR	Administrative Staff Satisfaction Survey	2010	None	X	X	X
Percentage of faculty satisfaction with orientation process	%	HR	New Faculty Satisfaction Survey	2010	None	X	X	X
Percentage of staff satisfaction with orientation process	%	HR	Administrative Staff Satisfaction Survey	2010	None	X	X	X
Total faculty turnover rate	%	Colleges, Business Units, HR	HR	2009-2010	10.69%	10.20%	9.70%	9.20%

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Total Support staff turnover rate	%	Colleges, Business Units, HR	HR	2009-2010	5.47%	5.30%	5.20%	5.20%
Turnover rate of faculty as a consequence of contract termination by QU	%	Colleges, Business Units, HR	HR	2009-2010	4.88%	Tracking	Tracking	Tracking
Turnover rate of support staff as a consequence of end of contract	%	Colleges, Business Units, HR	exit survey	2009-2010	0.6985%	0.65%	0.60%	0.60%
Turnover rate of support staff as a consequence of contract termination by QU	%	Colleges, Business Units, HR	exit survey	2009-2010	0.3492%	0.32%	0.30%	0.30%
Turnover rate of support staff who are leaving for other reasons	%	Colleges, Business Units, HR	exit survey	2009-2010	4.4237%	4.33%	4.30%	4.30%
Percentage of those candidates who were offered a contract that have accepted it	%	Colleges, Business Units, HR	HR	2009	90.60%	90%	90%	90%
Percentage of new hires indicating that they are either "satisfied" or "strongly satisfied" with the recruitment process	%	Colleges, Business Units, HR	New Faculty Satisfaction Survey + admin staff satisfaction survey	2010	None	X	X	X
Percentage of employees who rate the relevance of the training sessions to their work as "good" or "excellent"	%	HR, OIPD	Faculty Satisfaction Survey and Administrative Staff Satisfaction Survey	2010	None	X	X	X
Development and annual review of function competences	y/n	HR	HR	2009-2010	Yes	Yes	Yes	Yes
Development and annual review of evaluation criteria	y/n	HR	HR	2009-2010	Yes	Yes	Yes	Yes

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Development and annual review of advertisement strategy	y/n	HR	HR	2009-2010	Yes	Yes	Yes	Yes
Development and annual review of induction scheme	y/n	HR	HR	2009-2010	Yes	Yes	Yes	Yes
Development and annually review of new hires survey (incl. vacancy referral)	y/n	OIPD, HR	OIPD	2009-2010	Yes	Yes	Yes	Yes
A training needs assessment program, aligned with training provision, is developed and implemented	y/n	HR	Staff Appraisal System	2009-2010	Yes and documented	Yes	Yes	Yes
Percentage of support staff who participated in professional development activities related to their work area	%	HR	Staff Appraisal System	2009	46.00%	70.00%	75.00%	80.00%
A leadership succession planning program is in operation	y/n	HR	HR	2009-2010	Yes	Yes	Yes	Yes
Percentage of managerial vacant positions filled with internal hires	%	Colleges, Business Units, HR	HR		78.80%			
Number of staff who hold affiliations with professional associations	#	HR, Admin Departments	Admin Staff Satisfaction Survey	2010	None	X	X	X
The number of staff attending customer-service training programs annually	#	HR	HR and Business Units	2010	45	minimum 70		