

PEOPLE

PROMOTING EDUCATIONAL ORGANISATION THROUGH PEOPLE

OVERALL AIM

To reinforce **top and middle managers competencies** of higher education institutions by **developing a human resource management and staff development strategy**



Specific objectives

- To carry out a **HR processes and procedures audit** in order to find out the strengths, weaknesses, opportunities and threats this domain is currently facing.
- To carry out **training needs detection** throughout a map of competencies on HR in HEIs.
- To carry out a **training for trainers** (experts in the field of HR in the partner countries) which will further train the HR academic and staff people at each partner university.
- To carry out **training seminars** on HR most relevant processes (identified in the previous objective) in order to improve the competencies of top and middle managers (both academic and administrative or technical staff)
- To **develop a strategic plan for the development of HR** in each partner university taking into consideration their specific results of the audit analysis.
- To **implement the strategic plan** during the second and the third year of the project in order to follow up deviations and improve results.
- To create a specific **resources center** at each partner university with materials as well as an online platform with shared information on HR.
- To create a **printed handbook of HR materials** with the results of the training and the HR standardized processes.

HR processes audit and mapping competencies

1.1 HR processes and procedures audit

A map of main HR processes will be identified by each partner institution and an audit process, taking into consideration the international standards for HR auditing the ISO has established, will be defined. The auditing process will contain:

- *Audit plan/agenda*
- *Audit Checklist*
- *Audit Report*

**HR processes audit and mapping
competencies***1.2 Map of competencies in HR managers and staff*

The map of competencies of human resources managers and staff will be a matrix of roles, skills, attitudes and expertise required that will be the basis for self-assessing the training needs.

Training Human Resources managers and staff

2.1 Training HR trainers

Stage 1: To carry out a training for trainers addressed to experts in the field of human resources management and staff development in the partner universities which will further train the academic and administrative managers and staff at each partner university (stage 2). This training is foreseen to be done by European partners (Spain and Portugal) in the European countries.

Training Human Resources managers and staff

2.2 Training seminar on HR in each partner institution

Stage 2: To carry out training seminars on HR most relevant processes (identified in the auditing working package as areas for improvement and weaknesses) in order to improve the competencies of academic and administrative managers and staff.

Once the trainers have been trained, each partner institution will organise the seminar in each country. This seminar will be offered by each institution and will invite other stakeholders with whom they have memorandums of understanding and usually cooperate. This training will use the same format as the carried out in Europe but will try to focus to a wider number of participants. Around 25 participants x 9 institutions makes an indicator of 225 university top and middle managers trained.

Training Human Resources managers and staff

2.3 HR Workshops

Stage 3: organisation of workshops on specific human resources management topics to be in-depth covered during the project. These workshops will be organised in Sweden and Portugal.

Specific workshops will be offered by IST and KTH in order to improve some prioritised competencies that will be detected during the audit and map of competencies. The objective is to organise two short placements during the second and the third year of the people on two main subjects.

Strategic plan for the development of HR

Strategic plan stages:

- *Sessions to bring in common some concepts, terminology and a methodology*
- *To work the Strategic Planning with the Planning Commission,*
- *To review the objectives of each strategic axis is defined*
- *To create the balance scorecards*
- *Strategic Planning Approval and communication*

4.1 HR resources center :

A physical resources centre at each partner university: the aim of this resources centre is to offer HR trainers or managers a place to address themselves to follow the online training in case their professional internet accessibility is limited or a place to improve their knowledge in the field. It will also include a a timing for face-to-face monitoring and tutoring for those participants who require

4.2 Handbook of HR materials :

The handbook will be a compilation of all the materials used in the project and aims at fostering transferability of the results.

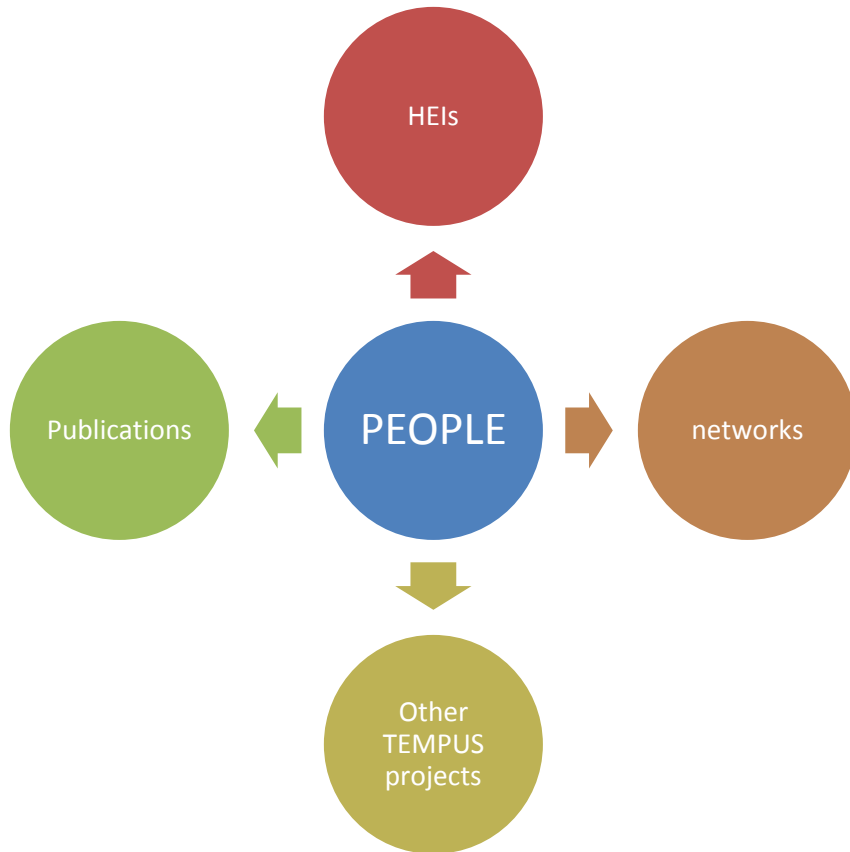
5.1 Creation/update of project website and newsletters

5.2 Conferences

Open conferences will be organised to ensure transferability and knowledge management and to offer the possibility to other stakeholders to join the training services and products. The schedule of conferences will be the following:

- end of the 1st year: open conference in Kazakhstan*
- end of the 2nd year: open conference in Georgia*
- end of the 3rd year: open conference in Armenia*

Interim national conferences will be organised.



HEIS

Higher education institutions

- State/private
- Comprehensive/Technological

NETWORKS

Of universities and managers

- Cluster
- Ednet
- EFMD
- DEAN

Other TEMPUS projects

And LLP projects

- ISMU
- HONOR
- UNIQT00L.

Publications

Of reference

- Newsletters
- HEI publications
- websites

6.1 Partner meetings

Meetings will be structured as follows:

- *kickoff/steering committee meetings: to plan, implement, supervise and evaluate the project outcomes.*
- *working package meetings: in the case the WP requires specific follow up meetings.*
- *online meetings: via skype monthly meetings will be scheduled to follow up activities.*

6.2 Reporting activities

- *working package reports*
- *interim report*
- *final report*

Method to be used to elicit information and reflections for evaluation purposes:

- *Group discussions.*
- *Questionnaires.*
- *Reports.*