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PART I

EXECUTIVE SUMMARY
ADDIS ABABA UNIVERSITY
HUMAN RESOURCE MANAGEMENT

June, 2009

ACKNOWLEDGMENT

The HRM process BPR team would like to acknowledge the Support of the Human resource Department of the University for supplying all relevant documents and providing information to understand the “AS-IS” and also for their overall reflections and suggestions which served as an input for the redesigned process. The team is also very grateful to the University community and stakeholders for their contribution and active participation at various stages in the BPR process. The team would also like to extend its appreciation to different local and International organizations that have played a role in the realization of this redesign. This include the Ethiopian Airlines and Commercial Bank of Ethiopia, Mekelle University; Universities in USA (University of California, Los Angeles (UCLA), UC Berkeley, University of Connecticut (UConn) and University of Stanford, to mention but a few.

The team would also like to thank the University management for the overall support: Arranging retreats, providing required facilities and facilitating the benchmarking visits to learn best practices.

The team is also indebted to the “Czar” for his support and follow-up during the whole BPR process. Finally, the team would like to thank Ato Belete Negesso for reviewing our draft documents and consulting us during the whole exercise.

CHAPTER ONE

Executive Summary

1.1. Background

Addis Ababa University, the first and the oldest higher learning institution in the country, has been engaged in teaching-learning, research and community services. It has been playing a pivotal role in producing trained manpower for more than half a century

Currently, the University is working hard to meet the rising needs for qualified teaching staff in many higher learning institutions of Ethiopia. It has, however, been evident that with the current institutional setup and workflows, the University hardly satisfies the demands of the customers/stakeholders and effectively carries out the responsibilities bestowed up on it by the government.

With this in mind, the University is undertaking a radical change-Business Process Reengineering (BPR) in different core and support processes. Human Resource Management (HRM) is one of the sub-process that emphasis on establishing a seamless, efficient, effective, and responsive human resource management processes.

The purpose of this Team is to fundamentally change the current human resource management process that is being followed at the University which includes, human resource planning, employment, training and development, compensation and benefits, promotion and transfer, archives and documentation, and values and . In line with this, the HRM sub-process reengineering aims at autonomous governance and management system to meet the challenges from the competitive environment and meet the changing demands of stakeholders while addressing the University's core processes, which include "Teaching and Learning", "Research" and "Community Services".

After thoroughly analyzing the current HRM at the University through the "AS-IS" phase of BPR, the HRM sub-process reengineering Team (HRMPRT) has reengineered the human resource management process and developed the "TO-BE process"

The TO-BE process is redesigned from clean sheet based on the desired outcomes and stretched objectives, Problem Rule Assumption (PRA) that were developed on the bases of analysis of the AS-IS process, benchmarking experiences and feedbacks from series of discussions with stakeholders.

1.2. Mission of the Human Resource Management

On top of the lead mission statements of the University, the human resource management support process envisages the following mission.

To provide leadership in the development, implementation, and administration of sound human resource policies, procedures, and programs which support the University's mission of the core processes of teaching-learning, research, and community service. The goal is to be responsive to the changing needs of constituents, including employees, management, and other stakeholders, while advancing the strategic goals and interests on the University.

1.3. Members of the designing team

The team members of the Human Resource Management sub-process reengineering Team (HRMPRT) are staff members of the University with different backgrounds that include Public Administration, Management, Accounting, Education, Biology and Mathematics.

1. Dr. Fenta Mandefro (Process Owner)
2. Dr. Teklehaimanot Haileselassie (Team Leader)
3. Dr. Wanna Leka, Member
4. Dr. Worku Mekonnen, Member
5. Ato Biruk Tesfaye, Member
6. Ato Shimelis Abebe, Member
7. Ato Kassa Michael, Member

1.4. Methodology

The Team has employed the following methods to redesign the HRM “To-Be” business process.

- Literature review in the area of BPR and Human Resource Management
- Collecting and analyzing relevant rules, regulations, policies, proclamations, procedures in the area of Human Resource Management. Efforts were also made to collect information on work procedures based simply on old practices.
- Assessing the needs and expectations of the customers and stakeholders through questionnaires, interviews and discussions with colleagues and University Officials in order to understand the performance gaps.
- Observing and assessing HRM activities of sister Universities that have undertaken and started implementing BPR.
- Downloading and analyzing relevant information from several international higher learning institutes (Universities in Europe, Americas, Asia and Africa).
- Gathering and analyzing relevant information obtained from benchmarking visits of different local organizations (Ethiopian Airlines, Commercial Bank of Ethiopia, and Mekelle University) and Universities in USA (University of California, Los Angeles (UCLA), UC Berkeley, University of Connecticut (UConn) and University of Stanford). The visits and data obtained from these benchmarks have helped to better understand the performance gaps of our University and learn best practices in HRM particularly in Human resource planning, empowerment of lower academic units in managing their HR, performance appraisal, the need for working manuals, policies and guidelines, and the role of ICT in ensuring an effective and efficient HRM system etc.
- Most of the redesigning work has been conducted in a retreat that took for about a month at Akaki campus.
- The study was summarized and organized using tables, flowcharts and descriptions.

1.5. The current process (AS-IS), problems and customers demand

Addis Ababa University is facing many problems due to limitation in its current organization setup and complicated workflows. Through the analysis of the “AS-IS” HRM sub-process, the team identified the following key problems of the customers and the process:

- Absence of well-defined and structured human resource planning
- Poor compensation and benefit system
- High staff turnover
- Backward, boring and lengthy bureaucratic procedures
- Lack of institutional belongingness and initiative

The customers of the process strongly demand that the new HRM sub-process should be designed in such a way that it can ensure:

- Qualified, competent, disciplined, committed and motivated staff.
- Efficient, effective, transparent and accountable leadership and decision making system.
- Satisfactory and fair compensation and benefit packages.
- Efficient and effective customer oriented service deliveries.

1.6. The new HRM sub-process design

Triggered by the current intolerable poor performance and dictated by the BPR principles and procurers, the HRMPRT has designed a new HRM sub-process aimed at achieving among other securing customers’ satisfaction (academic and administrative units of the University), ensuring efficiency and effectiveness in workflows that reduce cost; ensuring, participatory, transparent and accountable decision making systems; and ensuring job satisfaction and commitment of each individual.

The new HRM sub-process is classified in to three major sub-sub processes viz. human resource planning, filling vacant positions; training, education and development; and compensation,

benefits and employee's affairs. Most of the sub-sub processes have micro processes which are indicated under each HRM sub-sub process when applicable.

- 1. Human Resources Planning (HRP)**
- 2. Filling vacant positions**
 - **Employment,**
 - **Promotion**
 - **Leadership**
 - **Transfer**
- 3. Human Resource Training, Education and Development**
 - **Performance appraisal,**
 - **Human resource training and development**
- 4. Compensation, Benefits and Employee's Affairs**
 - **Compensation and benefits,**
 - **Grievance handling**
 - **Disciplinary case handling**
 - **Separation**
 - **HR information system**

In order to reach stretched objectives and achieve desired outcomes, the HRM sub-processes consider the use of automated information systems through which human resource data will be organized and ready for use at a button click by all users who have the organization's security code. It also anticipates empowering the lower academic and administrative units of the University.

The detailed process that describes the groovy state of the human resource management system is provided with detailed series of activities and performance parameters and measurements as illustrated in subsequent sections.

PART II

DESIRED OUTCOMES AND STRETCHED OBJECTIVES FOR HR SUB-SUB PROCESS

Desired Outcomes and Stretched objectives for HR sub-sub Process

Performance baseline involves assessing baseline in which the current system is operating. A performance baseline includes a single standard accompanied by an interpretation of the results, based on an institutional environment. The Team primarily defined the performance base of the AAU's HR system which helps assess possible gaps and strengths.

Secondly, the Team identified the desired outcome of the newly envisaged HR System. Desired outcomes tell us how we hope to make a difference in measurable terms. Desired Outcomes are measures of knowledge, attitudes, values, skills, behavior, condition, or status. These measures should reflect changes that occur when needed services are provided. In Human resource management, there is usually more than one outcome, and these outcomes are often connected and inter-related. .

Based on the needs and expectations gathered from major stakeholders, the "AS-IS" analysis and lessons gained from benchmarking, Addis Ababa University human resource management processes was organized in three major sub processes which further expressed by four category of desired outcomes which encompass the above needs and expectations.

The human resource process of Addis Ababa University strives to ensure that a diverse, innovative and exceptionally competent human capital/work force is recruited, optimally developed, supported and trained in the core processes i.e. academic, research and community services to strengthen the institute's commitment to ensure quality and excellence in its core functions.

Desired outcomes:

1. Filling the Vacant Positions:

Fulfilling the human capital/talent needs of Addis Ababa University that brings excellent accomplishment of its strategic objectives vested in its academics, research, community services and support giving processes

2. Human Resource Training, Education and Development:

The maintenance and administration of human capital should be simple, transparent, inclusive and compliant with arbitration regulations that can retain, attract, optimally develop, and take advantage of the empowered human capital that can practice ground-breaking leadership and build institutional good governance for customer satisfaction.

3. Compensation, benefits and employee affairs:

The general standards working environment, competitive remuneration, compensation and reward system integrated with good institutional governance and shared values and beliefs of Addis Ababa University that can attract, retain and motivate/instigate the right human capital

Finally, based on the performance base line, desired outcomes and benchmarked practices; the Team set the stretched objectives for the sub-sub processes. The stretch objectives are settled based on specific, measurable, achievable, realistic, time bound factors. Accordingly, the performance base line, desired outcomes and stretched objectives for AAU's human resource management is shown in the next table that follows.

Desired Outcomes and Stretched objectives for HR sub-sub Process

| Sub-Process | Performance Baseline | Desired Outcomes | Stretched Objectives |
|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Filling the Vacant Positions</p> | <p>Human Resource Planning</p> <ul style="list-style-type: none"> • No systematized HRP <p>Employment</p> <ul style="list-style-type: none"> • Long time taking and non transparent employment process that discourages potential competent applicants <p>Leadership</p> <ul style="list-style-type: none"> • Top level leadership positions are appointment based • Nominal election of intermediary and lower level academic leadership positions <p>Promotion</p> <ul style="list-style-type: none"> • Longer processing time to promote academic and administrative staff <p>Transfer</p> <ul style="list-style-type: none"> • Longer transfer processing time. • High degree of employee dissatisfaction who would like to be transferred | <ul style="list-style-type: none"> • The University will have well thought and organized HRP and a system that enables to fill vacant positions with qualified, competent and diverse academic and support staff. • The University will have accountable, committed, visionary, and transformational leaders who come through rigorous selection process • There will be an efficient and merit based promotion system. • The University will have an efficient and transparent transfer system | <ul style="list-style-type: none"> • Each unit of the University will be fully staffed with qualified, competent, diverse and motivated academic and support personnel. • All employment will be completed as of the effective date indicated on the job vacancy announcement • All stakeholders of the University will be satisfied with the effectiveness and efficiency of leaders' selection process • Achievement as it is demonstrated should be rewarded by promotion. • Promotion based on higher academic degrees will be effected within two weeks time. • Academic promotion based on intra-university evaluation will be effected within two months time. • Academic promotion based on inter-university evaluation will be effected within six months time. • All transfer decisions will satisfy all parties involved and completed within two weeks time. |

| Sub-Process | Performance Baseline | Desired Outcomes | Stretched Objectives |
|----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;">Human Resource Training, Education and Development</p> | <p>Performance Appraisal</p> <ul style="list-style-type: none"> • Absence of well structured and long time taking PA system that objectively measures the actual performance. <p>Human Resource Training and Development</p> <ul style="list-style-type: none"> • Absence of staff development plan at department/unit level. • No or rare opportunities for higher degrees. | <ul style="list-style-type: none"> • There will be an objective and participatory PA system. • Each unit will have a five year development plan on the basis of job and manpower analysis. • There will be clearly stated PA standard on the basis of which each unit will have PA results for Training, education and development decisions. • All academic and administrative employees will be trained based on staff development plan at all time. | <ul style="list-style-type: none"> • The PA system will measure employee’s work related activities and behaviors 100% objectively. • 100% of HRD programs will be organized based on employee’s PA results and systematic need assessment. • All academic and administrative units will meet 95% of the staff development plan. |

| Sub-Process | Performance Baseline | Desired Outcomes | Stretched Objectives |
|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Compensation, Benefits and Employee's Affairs | <p>Compensation and Benefits</p> <ul style="list-style-type: none"> • Poor compensation that hardly attracts and retains qualified and competent employees. • Low rates of payment for extra works (overload, evening, summer, thesis evaluation and part time). • Absence or meager benefits and allowances. <p>Grievance handling</p> <ul style="list-style-type: none"> • No systematized grievance handling system <p>Disciplinary case handling</p> <ul style="list-style-type: none"> • No established policy and manual for disciplinary case handling. <p>Separation</p> <ul style="list-style-type: none"> • Employees are forced to retire merely on age criterion. • Lengthy separation process <p>HR Information System</p> <ul style="list-style-type: none"> • Poor record and information system | <ul style="list-style-type: none"> • The University will have a fair and satisfactory compensation and benefit packages that will attract and retain qualified and competent human resource. • The University will have an attractive compensation for extra works. • The University will have a transparent, impartial and efficient grievance and disciplinary case handling system. • An Employee will be retained irrespective of his/her age so far as he/she is competent enough to deliver the expected duties. • Separation from the University will be smooth and fast. • The University will have complete and easily accessible HR data-base system | <ul style="list-style-type: none"> • The compensation system will attract top 10% of qualified and experienced researchers and educators in the country as well as Ethiopians working abroad. • 95% of the employees will be satisfied with the rate and efficiency of extra work compensation of the University. • 95% of the employees will be satisfied with the grievance and disciplinary handling system of the University. • Employees will comply to code of conduct of the University. • Separation from the University, for any reason, will be processed within a month time. • Personnel records are accessible to the employee at any place all the time. |

PART III

PROBLEM RULE ASSUMPTION FOR HUMAN RESOURCE MANAGEMENT

PROBLEM RULE ASSUMPTION FOR HUMAN RESOURCE MANAGEMENT

The basic objective of dealing with problem, rule, and assumption is to show the extent of the pain inherent in the current process and assess existing rules that underlie some assumptions. The Team exhaustively explored the problems, rules, and assumptions behind the current human resource management practices at Addis Ababa University. The problems were identified based on responses given to the questionnaires, document analysis made and discussion with various internal stakeholders of the process. Accordingly, a summary has been developed with the intention to create the appropriate linkage among those parameters and the design team has identified falsifiers for those assumptions that never work.

PRA for Human Resource Management

| Problem(s) | Rule(s) | Assumptions | Breaking assumptions |
|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1. Insufficient number and low composition of academic staff in general and in some fields in particular.</p> | <p>R₁. Lack of satisfactory and fair compensation and benefit package.</p> <p>R₂. Straight jacket pay to all disciplines. (Salary is fixed based on rank but not based on the market demand.)</p> <p>R₃. The University cannot satisfy its academic staff requirement by reallocating budget from one budget code to another unless approved by MoFED.</p> | <ul style="list-style-type: none"> ● Compensations and benefits are believed to be fair and satisfactory based on the Country's economic reality. ● Equal pay for equal work. ● There is an efficient (well thought) HR plan by departments. ● MoFED is responsible for controlling the Nation's human and financial resource utilization. | <ul style="list-style-type: none"> ● Compensations and benefits are not fair and competitive with local and international scales (markets). Those who are currently in the University barely invest their time in teaching and research. ● There is no systematized and efficient HR plan. (This is manifested by programs being designed without adequate staff, courses scheduled on condition that Instructor will be assigned later (TBA), and most courses covered by part-timers, etc) ● The University is capable of prioritizing and utilizing allocated budget with responsibility and accountability. Therefore, requesting MoFED for transfer of budget from one budget item to another doesn't add value. ● All qualifications do not have equal market and demand. |

| Problem(s) | Rule(s) | Assumptions | Breaking assumptions |
|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>2. Increasing decline in the quality of both academic and administrative staff.</p> | <p>R1: Poor teaching and research outputs. R2: Poor training, education and development schemes. R3. Employing and retaining incompetent staff. R4. The CPA law still governs the management of administrative staff such as employment, PA, promotion and transfer. R5. Very weak career progression scheme that doesn't motivate/urge staff to strive for better achievement/position. R6. Academic staff can be promoted only when he/she fulfills the requirements and are not urged to develop their careers.</p> | <ul style="list-style-type: none"> ● Certification is a guarantee to be a staff. (<i>Minew degree Ende Menjafekad Ymitades Bihon</i>) ● Everybody will strive for his/her personal development. ● It is the mandate of CPA to administer the civil servant of the nation. ● There is scarcity of professionals to replace incompetent staff. | <ul style="list-style-type: none"> ● Certification can't be a guarantee but ability (There are many staff with higher degree who never published an article nor produced a teaching material throughout their tenure) ● There are many staff members who have not managed to promote to the next academic rank for long time. ● The Ethiopian Higher Education Proclamation gives the autonomy to higher learning institutions. ● With proper search and training/education incompetent staff can be replaced or developed. |

| Problem(s) | Rule(s) | Assumptions | Breaking assumptions |
|----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>3. Time taking vacant positions filling process (employment, Promotion, transfer, leadership etc)</p> | <p>R1. Vacancy should be announced centrally through the human resource department. R2. Employment should pass through various hierarchical levels. R3. Vacancies must be announced through public media. R4. Absence of proper human resource planning R5. There is no sense of urgency among the staff in executing ones duty. R6. Lack of proper skills of how to write and place an advertisement. R7. Lack of transparency and accountability in the screening and selection process.</p> | <ul style="list-style-type: none"> ● Avoid duplication of efforts, reduce cost and ensure consistency. ● Multiple approvals ensure accountability and responsibility. ● Public media have wide coverage and can reach all potential candidates in a fair and transparent way with in short period of time. ● Vacancies can be filled as the need arises. ● Departments/units have proper skill and knowledge in identifying their requirements. ● Authorities in charge of employment, transfer and promotion are transparent and accountable. | <ul style="list-style-type: none"> ● Departments/units are announcing independently for some positions. ● Multiple approvals are not avoiding malpractices in filling vacant positions. ● All public media do not equally reach different areas in the time specified due to distance and other barriers. It also takes long time to announce through these media. ● Courses are not properly conducted as scheduled due to unavailability of required staff. ● Departments/units are not properly identifying their human resource requirements at the right time. |

| Problem(s) | Rule(s) | Assumptions | Breaking assumptions |
|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4. High staff turnover | R1. There is a greener pasture elsewhere. R2. Lack of fair and satisfactory compensation and benefit scheme. R3. Unpleasant and Unfair working environment R4. Lack of responsiveness to the impacts of staff turnover. | <ul style="list-style-type: none"> ● Compensations and benefits are believed to be fair and satisfactory based on the Country's economic reality. ● There is conducive working environment at the University. ● The staff turnover rate is tolerable or there is nothing the University can do to stop it as it may affect human rights. | <ul style="list-style-type: none"> ● Compensations and benefits are not fair and competitive with some local and international markets. ● There is dissatisfaction in the provision of facilities, decision making, etc. ● There is high turnover and some departments/units have few senior and competent staff. |
| 5. Lack of institutional belongingness and initiative | R1. Ineffective, inefficient, non transparent, non accountable and non participatory decision making system. (Leadership effect.) R2. Promoting ones' own interest. R3. There is a loose system that is vulnerable for abuse. R4. Lack of exemplary leadership. | <ul style="list-style-type: none"> ● There is effective, efficient, transparent, accountable and participatory decision making system. ● Employees live up to their duties and responsibilities. There is check and balance at all levels. | <ul style="list-style-type: none"> ● There is weak participation of employee in decision making and in taking responsibilities. ● Nepotism, wasteful utilization of resources and theft are rampant. ● Many employees are not dedicated to their duties and responsibilities. |
| 6. Continuous withdrawal of staff from continuing education programs, assuming administrative responsibilities and other assignments | R1. Payments are not fair and they are subject to heavy tax. R2. Regular and continuing education programs are not given equally attention. R3. Administrative responsibilities deter from teaching and research. | <ul style="list-style-type: none"> ● Employees comply with contractual agreements. ● Administrative responsibilities are fairly compensated and contribute to career development. | <ul style="list-style-type: none"> ● There is poor follow-up in effecting contractual obligations. ● There is no fair compensation for various administrative responsibilities and they are not well taken in career development. |

PART IV

**COMMON THEMES AND IDEAS
FOR
HUMAN RESOURCE MANAGEMENT**

COMMON THEMES AND IDEAS FOR HRM

The primary objective of the HRM is to ensure the availability of competent, dedicated and capable workforce for an organization. The HRM objectives are four fold: societal, organizational, functional and personal. Cognizant of this fact, an “AS-IS” HRM process in the University has been studied to see if it meets the intended objectives and to assess the customers’ needs and expectations. However, the “AS-IS” findings have shown that the existing HRM is time consuming, non-transparent and collectively archaic.

With the intention of changing the existing human resource management process, new reorganization is required so that the HRM process will be efficient, transparent, effective and streamlined. The identification of the required HRM processes and their reorganizations required the use of different sources that include an assessment of the “AS-IS” process, information from other experiences (personal and benchmarking), and analysis of different documents.

Notwithstanding the tasks conducted by the Team, some of the essential ideas for changing the HRM processes has also been narrated which finally were grouped in to common themes based on the BPR principles and the sought stakeholder expectations, stretched objectives and desired outcomes.

Organization of the ideas in to common themes was carried out so that the HRM processes will substitute the disintegrated functions of HRM process with process based and streamlined sub-processes that enable to achieve the intended outcomes and stretched objectives, empower employees and ensure one-stop-shop services.

The narrated ideas and their common themes are outlined hereunder where: The themes list major concepts, which include decentralization/centralization; equity, transparency and accountability; efficiency and effectiveness; compensation, benefits and welfare; leadership and effective organizational behavior.

COMMON THEMES AND IDEAS FOR HRM

| Theme | Ideas |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Decentralization/centralization | <ul style="list-style-type: none"> • A central HR unit responsible for: <ul style="list-style-type: none"> ○ Development of HR strategy, policies, procedures and code of practices; and ○ Establishment and management of HR information systems. ○ Determining compensation and benefit packages. • Every budget center is autonomous to: <ul style="list-style-type: none"> ○ Plan and develop its HR, ○ Employ, ○ Administer (Appraise, Promote, Demote, terminate, keep personnel records etc), and ○ Administer internally generated revenue and determine the rate of part time pay from same source. • Block grant budget allocation to all budget centers. |
| Equity, Transparency and Accountability | <ul style="list-style-type: none"> • Every employee has access to his/her personal files and decisions related to him/her, organizational policies, rules and procedures. • From a pool of competitors having equal performance, female and physically challenged applicants get priority. • Every employee is credited or blamed for his/her result • Vacancies for academic positions are announced a year ahead from effective date of employment. • Vacancies for support staff are announced three months ahead of effective date of employment. • Multi-stakeholder performance appraisal to which an employee has immediate feedback. |
| Efficiency and Effectiveness | <ul style="list-style-type: none"> • Multiple task based employment. • Smooth and fast horizontal and vertical flow of information. • No gap between a demand for and supply of required facilities. • Each employee receives sufficient orientation and passes through appropriate induction processes. • The incumbent hands over documents and properties to his/her successor. • Performance management review process. • Age is no more a factor for retirement but ability. • Certification does not guarantee tenure security, but performance and delivery. • Planned human resource development. • Tenure track • Annual human resource audit. • Redeployment of workforce. |

| | |
|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Compensation, Benefit and Welfare</p> | <ul style="list-style-type: none"> • Competitive and comprehensive compensation and benefit packages and periodic revision of same. • Differential and negotiable pay for professions based on market demand. • Separate treatment of regular and part time pay for tax purpose. • Tax exemption/reduction for intellectual services such as text book, teaching material, dictionary etc. • Double employment for some professions. • Every/group of employee must earn x % of the fund s/he/they generate(s). • Safe, healthy and secured working environments. • Reward and recognition. • Variety of welfare programs |
| <p>Leadership</p> | <ul style="list-style-type: none"> • Open and competitive leadership positions. • Limited tenure and term of office. • Participatory, transparent and accountable decision making. |
| <p>Effective organizational culture</p> | <ul style="list-style-type: none"> • Innovative work culture. • Working environment that nurtures belongingness. • Duty and quality conscious, and result oriented workforce. • Adherence to organizational policies, rules and regulations. • Mutual respect between administrative and academic staff and strive for common ends. • Harmony and team work. • Concern for and proper use of public property. • Belief in meritocracy. • Every leader is a human resource manager. • Exemplary leadership |

PART V

A PROCESS CONCEPT

AND

**THE NEW REDESIGNED HUMAN RESOURCE
MANAGEMENT SUPPORT PROCESS**

/TO-BE HRM/

A PROCESS CONCEPT FOR HRM

Where as

- The University will have a power in soliciting and controlling budget,
- Strategies, policies, procedures, rules and guidelines will be centrally developed,
- It is essential to empower budget centers in envisaging and staffing their HR,
- The HR system is to be efficient, effective, transparent and responsive to the demands of its stakeholders,

The HR system is to be designed in such a way that:

- A budget center is responsible for planning and administering HR processes.
- HR processes are decentralized to a budget center.

Alternative 1

Where faculties/colleges/schools are budget centers, in the current arrangement, HR processes are decentralized to a faculty/college/school level.

Alternative 2

Where departments are budget centers, as they are in the current arrangement, HR processes are decentralized to a department level.

THE NEW REDESIGNED HRM SUPPORT PROCESS

TO-BE HRM Support High-level process (Alternative One and Alternative two)

Vision

The human resource process is ought to strive to ensure that the University is staffed with an innovative, competent and diverse human resources through an efficient, effective, transparent

and responsive HR systems (Employment, orientation, training and development, compensation, employee welfare), that can attract and retain the required human resources and promote quality and excellence in the core processes and meet the mission of the University.

The Philosophy for the new Human Resource Management support process

- The University is fully autonomous.
- Strong strategic link between the HRM and the core processes of the University.
- Providing seamless HR service to stakeholders and customers.
- Providing effective, efficient, transparent and responsive services to its stakeholders and customers through Strategic HR support service to achieve the core process objectives.
- People are the University's main asset and a source of competitive advantage. Therefore, the University seeks to acquire and invest to develop talent of potential people.
- Full empowerment to front line operators to ensure work is performed where it makes the most sense and in participatory approach.
- Ensure process and team based job classification and organizational structure.
- Ensuring an attractive working environment so as to be able to attract and retain knowledgeable, skillful, committed and dedicated human resources.
- Ensure a leadership system that focuses on coaching, supporting and counseling rather than mere supervision to develop a sense of "My University" attitude.
- Automated human resource management system which facilitates the efficiency and effectiveness of the HR system and makes information readily available for decision making.

Generally it is anticipated that the HRM support process will provide seamless, effective and efficient service to its stakeholders in view of addressing the University's mission, vision and objectives and satisfy the end-users of this support process while ensuring an enabling work environment.

Design

The new Human Resource Management support process starts from Human Resource Plan (HRP) that emanates from the University's overall strategic plan. The new design envisages HRP to be developed in close collaboration and continuous discussions with all operational units that are sought to be empowered budget centers.

The HR support process design team has developed process concepts and come up with alternative process designs that would ensure attraction and retention of competent, motivated and dedicated human resources. To this end, the HRM system is viewed in partially centralized and partially decentralized system. Overall university level HR strategies, policies, directives and guidelines; and compensation and standard benefit packages are developed centrally, while other non-policy issues of HR processes and practices such as employment, performance appraisal etc are executed in a decentralized way at a budget center/ or a unit.

The designing team has also identified three HR-sub-processes in view of the above HR philosophy and requirements that are:

- **Filling vacant positions** which consists the process of human resource planning, employment, leadership, promotion, and transfer.
- **Training, education and development** consisting of performance appraisal, training and development.
- **Compensation, Benefits and Employee welfare** consisting of compensation and benefits, Grievance and discipline, Separation and HR information systems.

Based on the design concepts reiterated above and the three HR sub-processes, the HR support team has put two alternative process designs whose high level flow chart and brief descriptions of each flow is given below.

Alternative one

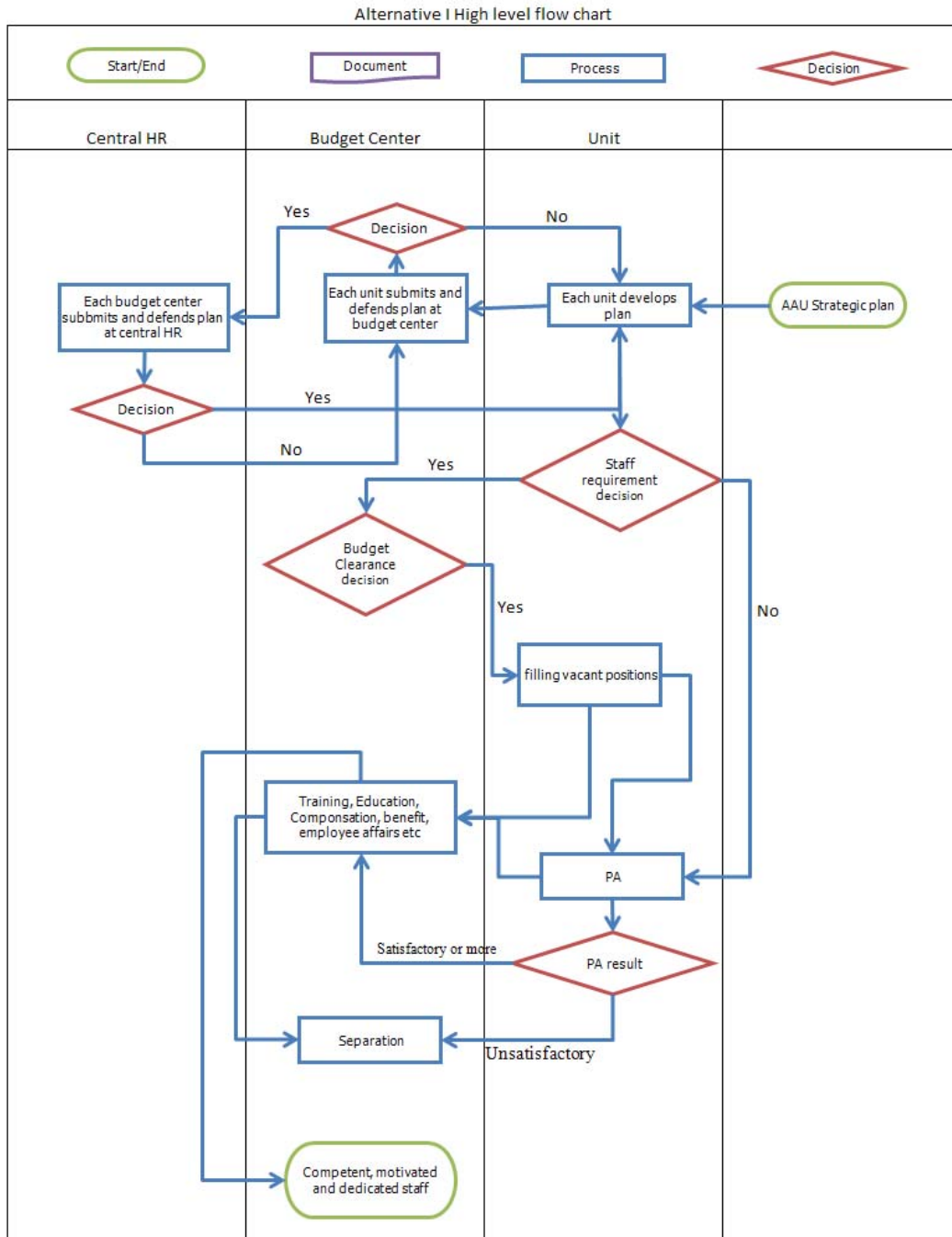


Figure 1. Alternative I high level flow chart

Description of alternative one high level flow chart

- Each unit (smallest functional unit) develops its HRP (Short term and long term) based on the strategic plan of the University and in consultation with other operational units.
- The unit defends its plan for approval and budget at the budget center.
- Budget center compiles the approved plans with their budget and submits to the central HR for approval.
- The approved budget is declared to each unit.
- Unit identifies staff requirement and; if there is a need for new staff the unit clears budget from the budget center and proceeds to fill the vacancy, avail facilities and resumes compensation and benefits.
- Unit conducts performance appraisal for its employees.
- Based on the PA result unit decides. (reward, training/education/development, separation)
- By doing so, the University has competent, motivated and dedicated staff.

Alternative Two

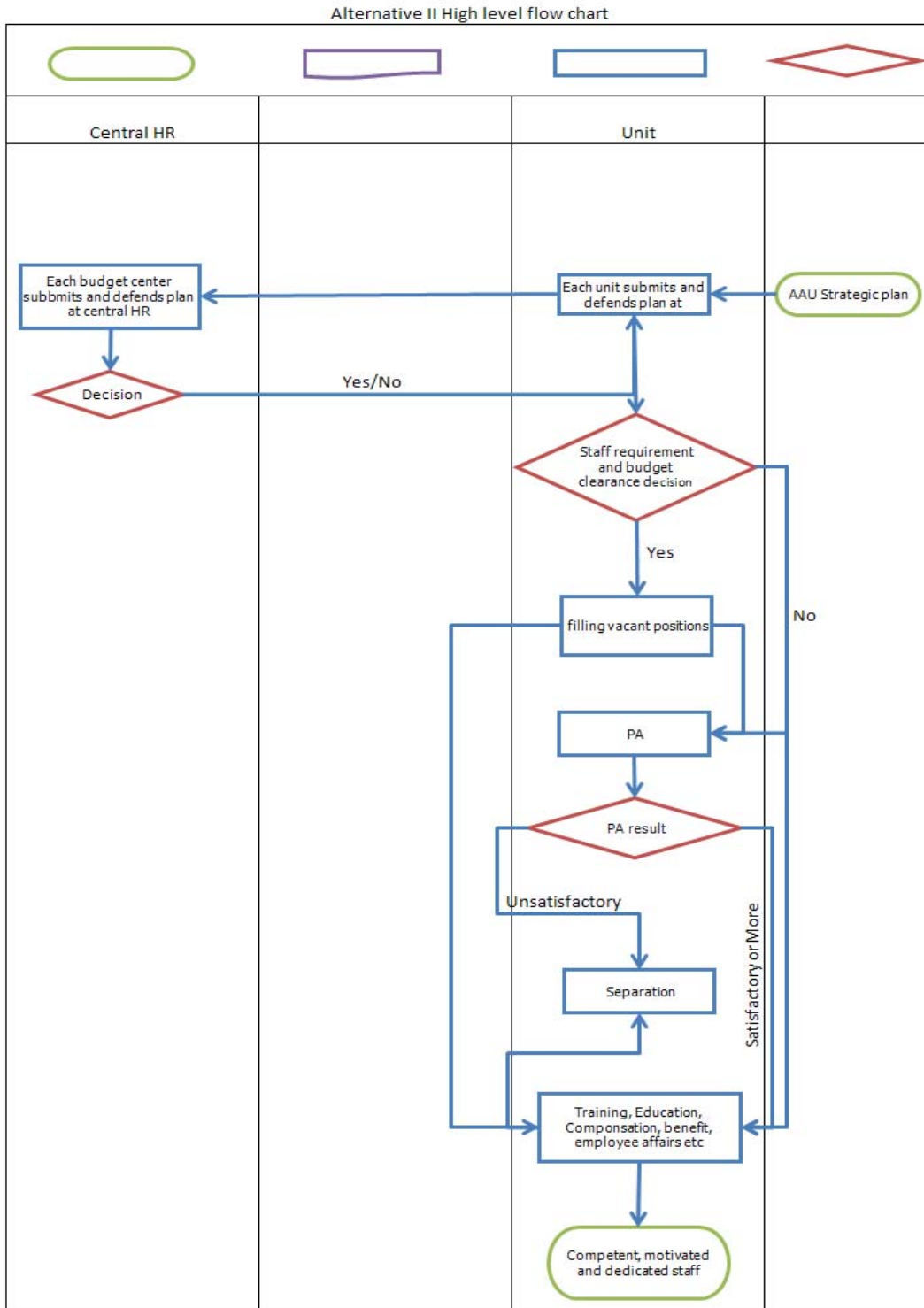


Figure 2. Alternative II high level flow chart

Description of alternative two high level flow chart

- Each unit (smallest functional unit) develops its HRP (Short term and long term) based on the strategic plan of the University and in consultation with other operational units.
- Unit defends its plans with their budget and submits to the central HR for approval.
- The approved budget is declared to each unit.
- Unit identifies staff requirement and; if there is a need for new staff the unit proceeds to fill the vacancy, avail facilities and resumes compensation and benefits.
- Unit conducts performance appraisal for its employees.
- Based on the PA result unit decides. (reward, training/education/development, separation)
- By doing so, the University has competent, motivated and dedicated staff.

Rating of Process designs

| S No. | Criteria | Measure | Weight | Alternative 1 | | | | | | | | | Grade | Alternative 2 | | | | | | | | | Grade | | | | |
|--------------|----------------------------------------|----------------------------------|------------|---------------|---|---|--------|---|---|-----|---|---|-------|---------------|---|---|--------|---|---|-----|---|---|-------|--|--|--|------------|
| | | | | High | | | Medium | | | Low | | | | High | | | Medium | | | Low | | | | | | | |
| | | | | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | | | | | |
| 1 | Compatibility with Mission and mandate | Synergy | 20 | * | | | | | | | | | | 180 | | | * | | | | | | | | | | 140 |
| 2 | Convenience | Access | 10 | | | * | | | | | | | | 70 | * | | | | | | | | | | | | 90 |
| 3 | Cost* | Amount/Money | 10 | * | | | | | | | | | | 90 | | | | | | * | | | | | | | 40 |
| 4 | Empowerment of frontline operators | Degree of decentralization | 20 | | | * | | | | | | | | 140 | | * | | | | | | | | | | | 160 |
| 5 | Flexibility | Accommodating customers' request | 10 | | | * | | | | | | | | 70 | | | * | | | | | | | | | | 70 |
| 6 | Level of Redundancy** | Frequency | 10 | * | | | | | | | | | | 90 | | | | | * | | | | | | | | 50 |
| 7 | Speed | Time it takes | 10 | | | | * | | | | | | | 60 | | * | | | | | | | | | | | 80 |
| 8 | Value for customers and stakeholders | Satisfaction | 10 | | | * | | | | | | | | 70 | | | * | | | | | | | | | | 70 |
| Total | | | 100 | | | | | | | | | | | 770 | | | | | | | | | | | | | 700 |

* Low cost is high value

** Low redundancy is high value

Alternative I is selected based on the above rating scale.

Process inputs, series of activities and outcomes

After identifying the HRM process and sub-processes that are sought to change the existing human resource management, the team outlined the required inputs for each sub-sub-process, listed series of activities and steps for each process and set desired outcomes/outputs from each sub-sub process.

Following the identification of the series of activities and steps in each sub-sub-process, the team outlined the activities from start to finish, their performing level and time for performing with their operational standards. The details of the process inputs, series of activities and outcomes are described in the following tables.

Process inputs, series of activities and outcomes

Name of the process/sub-process: **Human Resource Planning**

| No | Input | Process & series of activities & steps | Outcome/Output |
|----|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Strategic Plan of the University Needs Assessment Customer Demands | <p>Planning and Mode of planning</p> <ol style="list-style-type: none"> 1. Needs assessment Identifying Internal and external needs (PA results, demand of technology, demand of the programs, environment assessment, etc) Checking the needs against the strategic plan 2. Formulate Plan Review HR requirements and availability (Inventory, retention and attrition) Forecasting HR needs Deciding terms for plan (short/long) Developing plan 3. Review of plan Communicate plan to stakeholders Collect comments and modifications Revise and finalize the plan Communicate the plan to all units 4. Detailed action plan Review plan Develop detailed action plan | <p>There will be a Well thought and organized HRP and a system that enables to address the:</p> <ul style="list-style-type: none"> • Proper utilization of resources • Understanding and agreement among budget centers • Achievement of the strategic objectives |

Name of the process/sub-process: **Filling vacancy positions**

| No | Input | Process & series of activities & steps | Outcome/Output |
|----|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| 1 | Vacancies | <p>Mode of filling vacancy: Employment</p> <ol style="list-style-type: none"> 1. Starting employment <ul style="list-style-type: none"> Check Plan Deciding mode of vacancy filling Database review 2. Announcement <ul style="list-style-type: none"> Review job description and requirements Develop specification Budget clearance Announcement (Internally/externally) 3. collections of documents <ul style="list-style-type: none"> Collecting Documents Updating database and classifying application 4. Preliminary Selection <ul style="list-style-type: none"> Document evaluation Short listing by using standard criteria Communicating shortlisted and regrets 5. Appeal and verification <ul style="list-style-type: none"> Receiving appeal Verifying documents Communicate decision Reconsideration, if any 6. Final selection <ul style="list-style-type: none"> Scheduling exams Screening¹ and Selection Communicate decisions 7. Appeal and verification <ul style="list-style-type: none"> Receiving appeal Verifying documents | Filling the vacancy with competent, motivated and dedicated staff |

¹ Different approaches such as test, practical work, exam, interview etc

| | | | |
|--|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| | | <p>Communicate decision Reconsideration, if any</p> <p>8. Employment decision First decision Approval</p> <p>9. Employment processing Fill formats of employment Opening personnel file Arranging facilities Payment arrangements Placement</p> <p>10. Induction and orientation Identifying needs and gaps of employee Communicate induction schedule Identifying methodology Conduct Induction and orientation Feedback assessment Setting socialization scheme</p> <p>Mode of filling vacancy: Promotion</p> <p>1. Starting promotion Request Collecting Documents Review request/application</p> <p>2. Evaluation Document evaluation (publication, PA results, etc) Checking against the standard criteria Decision on the promotion Communicating decision to applicant and to BC.</p> <p>3. Appeal and verification Receiving appeal Verifying documents Communicate decision Reconsideration, if any</p> | |
|--|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

| | | | |
|--|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| | | <p>4. Approval Review the process, the decision and documents Checking using different mechanisms Decide on the promotion Communicate decisions</p> <p>5. Appeal and verification Receiving appeal Verifying documents Communicate decision Reconsideration, if any</p> <p>Mode of filling vacancy: Transfer</p> <p>1. Starting transfer Request Collecting Documents Review request/application</p> <p>2. Evaluation Document evaluation Checking against the standard criteria Decision on the transfer Communicating Decision to the applicant, to the two units (sending and receiving) and to budget centers and to the central HR.</p> <p>3. Appeal and verification Receiving appeal Verifying documents Communicate decision Reconsideration, if any</p> <p>4. Approval Review the process, the decision and documents Decide on the transfer Communicate decisions</p> | |
|--|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

Name of the process/sub-process: **Human Resource Development**

| No | Input | Process & series of activities & steps | Outcome/Output |
|----|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|
| 1 | <p>Knowledge and performance gap</p> <p>Present and future need</p> | <p>Human Resource Performance Appraisal</p> <ol style="list-style-type: none"> 1. checklists <ul style="list-style-type: none"> Preparing and updating performance appraisal checklists Invite comments from key stakeholders Finalize checklist Make PA checklists readily available for appraisers online 2. Appraise <ul style="list-style-type: none"> Set schedule Conduct and facilitate appraisal Summarize PA results Communicate PA results to the appraisee Conduct performance interview Identify performance gaps of an individual and a group Report performance gaps File PA results and reports <p>Training</p> <ol style="list-style-type: none"> 1. Training needs <ul style="list-style-type: none"> Review PA reports Review plan Scan environment, technology and other needs Identify training needs Summarizing training needs 2. Design training <ul style="list-style-type: none"> Establishment of training goals Devising training program Identify trainers Schedule training program 3. Implementation | <p>Trained and Developed workforce</p> |

| | | | |
|--|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| | | <p>Facilitate training internally and externally Follow-up of training programs. Evaluate the outcome of the training Evaluation of training program</p> <p>4. Documentation Ensure certification, when necessary Update personnel file Report on the training and training program</p> <p>Education</p> <p>1. Education needs Review development plan Identifying needs for education Soliciting and ensuring educational opportunities Selecting the right candidate(s)</p> <p>2. Implementation Facilitate conducting of the program Ensure all benefits Update personnel file Follow-up of programs</p> <p>3. Reinstatement Reporting and submitting supporting documents Decision for reinstatement Facilitate compensation and benefits Update file</p> | |
|--|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

Name of the process/sub-process: **Compensation, Benefit and Employee Welfare**

| No | Input | Process & series of activities & steps | Outcome/Output |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>There is an employee and work is done according to the standards, agreement etc.</p> <p>Government/University regulations and rules</p> <p>Best performing employee</p> | <p>Develop and revise compensation package</p> <ol style="list-style-type: none"> 1. Assess external environment (Market, other organization, government policy) <ul style="list-style-type: none"> Gather data Analyze Prepare report 2. Assess internal environment <ul style="list-style-type: none"> Assess job values and grade Revise Assess the capacity to pay Analyze Develop report 3. Develop compensation and benefit proposal <ul style="list-style-type: none"> Type Amount 4. Collect comments from stakeholders <ul style="list-style-type: none"> Distribute proposal to stakeholders Collect feedbacks (internet, workshop, etc) 5. Revise proposal <ul style="list-style-type: none"> Assess feedbacks Finalize proposal Communicate the proposal for approval 6. Implement the proposal <ul style="list-style-type: none"> Communicate the approved proposal to all units 7. Revise the compensation and benefit package <ul style="list-style-type: none"> Assess the impact of the existing package Conduct revision Reapprove the revised package Implement | <p>Motivated employees for performing their best ability of assigned tasks.</p> <p>Enabling work environment.</p> <p>Mutual respect among one another.</p> <p>Fair, satisfactory and competitive compensation and benefit packages that can attract and retain employee.</p> |

Name of the process/sub-process: **Grievance handling**

| No | Input | Process & series of activities & steps | Outcome/Output |
|----|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| 1 | | <p>Grievance handling</p> <ol style="list-style-type: none"> 1. Application <ul style="list-style-type: none"> Filing complaint in writing Review the complaint Analyze the complaint against the rule Discuss the matter with the accuser 2. Decision <ul style="list-style-type: none"> If the matter is not serious, offer decision Forward the complaint to relevant body Document/file analysis Investigation Deciding on the complaint 3. Appeal and verification <ul style="list-style-type: none"> Receiving appeal Verifying documents and hearings Decide on the appeal (Reconsidered/approved) Communicate decision Reconsideration, if any | |

Name of the process/sub-process: **Disciplinary case handling**

| No | Input | Process & series of activities & steps | Outcome/Output |
|----|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| 1 | | <p>Disciplinary case handling</p> <ol style="list-style-type: none"> 1. Application <ul style="list-style-type: none"> Filing accusation in writing Review the accusation Analyze the accusation against the rule Discuss the matter with the accuser and try to resolve the matter. Forward the case to a disciplinary hearing 2. Decision <ul style="list-style-type: none"> Collecting necessary documents Document/file analysis Investigation Recommend decisions Forward decisions for approval 3. Approval <ul style="list-style-type: none"> Receiving decision recommendation Verifying decisions against rules and regulations Decide on the recommendation (reconsidered/approved) Communicate decision 4. Appeal and verification <ul style="list-style-type: none"> Receiving appeal Verifying documents and hearings Decide on the appeal (Reconsidered/approved) Communicate decision Reconsideration, if any | |

Name of the process/sub-process: **Separation**

| No | Input | Process & series of activities & steps | Outcome/Output |
|----|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| 1 | Organizational decision Individual request | <p>Separation</p> <ol style="list-style-type: none"> 1. Organizational decision <ul style="list-style-type: none"> Document analysis and Checking the PA Identifying reason for unsatisfactory performance Deciding on separation Approval /separation/ Communicate the decision Appeal hearing Decision on appeal Reconsideration, if any Final decision 2. Individual request <ul style="list-style-type: none"> Receiving request Identifying reason for request Document/file analysis Deciding on separation (Lobby, ...) Approval separation Communicate the decision (to individual and all units) 3. Clearance <ul style="list-style-type: none"> Handover materials Clear financial matters Get clearance certificate 4. Streaming separation <ul style="list-style-type: none"> <li style="text-align: center;"><i>Retirement</i> Fill formats Accompany outgoing Transfer the case to the concerned <li style="text-align: center;"><i>Resignation</i> Recording resignation comments Accompany outgoing Communicate final plan to all units | Smoothly separated employee. |

Name of the process/sub-process: **Human resource information system**

| No | Input | Process & series of activities & steps | Outcome/Output |
|----|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| 1 | information exchange | <p>Human resource information system</p> <ol style="list-style-type: none"> 1. Receiving documents <ul style="list-style-type: none"> Open access Set communication ID/address Receive documents 2. Processing files <ul style="list-style-type: none"> Sort received documents Develop/update files and documents Store and retrieve documents 3. Database information <ul style="list-style-type: none"> Develop database Assess database Develop statistics Analyze human resource 4. Communicate documents <ul style="list-style-type: none"> Sort outgoing documents Forward documents and human resource profile Report consolidated statistical report 5. Reorganize and update HRIS (IT activity) | Up-to-date, relevant, complete, timely and efficient information that supports decision. |

| Process & series of activities & steps from start – finish | Where | When? Or Time/Timing | Operational standard for activities |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Planning and Mode of planning</p> <p>1. Needs assessment Identifying Internal and external needs (PA results, demand of technology, demand of the programs, environment assessment, etc) Checking the needs against the strategic plan</p> <p>2. Formulate Plan Review HR requirements and availability (Inventory, retention and attrition) Forecasting HR needs Deciding terms for plan (short/long) Formulating plan</p> <p>3. Review of plan Communicate plan to stakeholders Collect comments and modifications Revise and finalize the plan Communicate the plan to all units</p> <p>4. Detailed action plan Review plan Develop detailed action plan</p> | <p>Unit (Other process) BC (HR)</p> <p>Unit (Other process) BC (HR)</p> <p>Unit (Other process) BC (HR)</p> | <p>All year round</p> <p>2 months</p> <p>1 month 12 months earlier than the fiscal period.</p> | <p>Monthly report and discussion on existing needs and requirements.</p> <p>Monthly report on plan execution</p> <p>100% satisfaction of stakeholders with the level of participation.</p> <p>Timely preparation and distribution of plan</p> <p>100% ICT supported</p> <p>100% participation of members in each unit and stakeholders.</p> <p>100% of employee will get the plan or access the plan.</p> <p>Zero- error or Inefficiency free filling vacancy, development, and other HR management activities.</p> <p>100% smooth academic, research and community service execution of tasks.</p> |

| Process & series of activities & steps from start –finish | Where | When? Or Time/Timing | Operational standard for activities |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Mode of filling vacancy: Employment 1. Starting employment Check Plan Deciding mode of vacancy filling Database review 2. Announcement Review job description and requirements Develop specification Budget clearance Announcement (Internally/externally) 3. collections of documents Collecting Documents Updating database Classifying application 4. Preliminary Selection Document evaluation Short listing by using standard criteria Communicating shortlisted and regrets 5. Appeal and verification Receiving appeal Verifying documents Communicate decision Reconsideration, if any 6. Final selection Scheduling exams Screening ² Selection Communicate decisions | Unit unit unit/BC BC Unit Unit BC Unit Unit Unit/BC Unit Unit Unit Unit Unit Unit Unit/BC/CHR Unit/BC Unit/BC Unit Unit Unit Unit | 13 months ahead 1 3 months ahead 12 months ahead ³ 12 months ahead All year round 9 months ahead 8 months ahead 7 months ahead Between 7 th and 6 th month | Simplicity and one stop service Meet 90-100% of HRP and Schedule Achieve 100% of the human resource requirement. (x% professor, x% lecturers, etc) 100% alignment to the laws and guidelines of equal employment opportunity and diversity. Zero-error or inefficiency free vacancy filling. 100% accessible announcement (avail online). Prompt confirmation for receiving documents and communicating decisions. 100% meet the quality standards. 100% satisfaction with the vacancy filling process. 100% of the employee get employee handbook. 100% ICT supported. |

² Different approaches such as test, practical work, exam, interview etc

³ Can be announced some time after to reinforce its addressing power.

| | | | |
|----------------------------------------------------|---------|---------------------------------------------------------------|-----------------------------------------------------------------|
| 7. Appeal and verification | Unit | | |
| Receiving appeal | | | |
| Verifying documents | Unit/BC | 6 month | |
| Communicate decision | | | |
| Reconsideration, if any | Unit/BC | | |
| 8. Employment decision | Unit/BC | | 100% processing completed and responded before the deadlines. |
| First decision | | | |
| Approval | | | |
| 9. Employment processing | Unit | | |
| Fill formats of employment | BC | Before 6 months | |
| Opening personnel file | | | |
| Arranging facilities | BC | | |
| Payment arrangements | BC | 1 week after effective date of employment | |
| Placement | Unit/BC | | |
| 10. Induction and orientation | BC | | |
| Identifying needs and gaps of employee | Unit | | |
| Communicate induction schedule | | | |
| Identifying methodology | Unit/BC | | 100% satisfied with the content and methodology of orientation. |
| Conduct Induction and orientation | Unit | | |
| Feedback assessment | Unit/BC | | |
| Setting socialization scheme | Unit/BC | Starting 2 nd week of effective date of employment | |
| Promotion | Unit/BC | | |
| 1. Starting promotion | Unit | | |
| Request | | | |
| Collecting Documents | | | |
| Review request/application | | | |
| 2. Evaluation | | | 100% free from subjectivity. |
| Document evaluation (publication, PA results, etc) | Unit | 1 week after application | 100% appeal entertained. |
| Checking against the standard criteria | | | |
| Decision on the promotion | Unit | | |
| Communicating Decision to applicant and to BC | | | |

| | | | |
|--------------------------------------------------------------------------------------------------------------------------------|------------|------------------|--|
| 3. Appeal and verification | Unit | | |
| Receiving appeal | Unit | | |
| Verifying documents | | | |
| Communicate decision | Unit | At most 2 months | |
| Reconsideration, if any | | | |
| 4. Approval | Unit | | |
| Review the process, the decision and documents | | 1 week | |
| Checking using different mechanisms | | | |
| Decide on the promotion | BC/Central | | |
| Communicate decisions | | | |
| 5. Appeal and verification | BC/central | | |
| Receiving appeal | | | |
| Verifying documents | | 2 weeks/4 weeks | |
| Communicate decision | BC/central | | |
| Reconsideration, if any | | | |
| | BC/central | 1 week | |
| Transfer | | | |
| 1. Starting transfer | | | |
| Request | | | |
| Collecting Documents | | | |
| Review request/application | | | |
| 2. Evaluation | Unit | | |
| Document evaluation | Units | | |
| Checking against the standard criteria | | | |
| Decision on the transfer | Unit | 1 day | |
| Communicating Decision to the applicant, to the two units (sending and receiving) and to budget centers and to the central HR. | Unit | | |
| 3. Appeal and verification | | 3 days | |
| Receiving appeal | Unit | | |
| Verifying documents | | | |
| Communicate decision | Unit | | |

| | | | |
|------------------------------------------------|---------------------|------------------------|-------------------------------------------------------------------------|
| Reconsideration, if any | | | |
| 4. Approval | | 2 days | |
| Review the process, the decision and documents | | | |
| Decide on the transfer | BC | | |
| Communicate decisions | | | |
| Leadership | BC | 1 day | |
| Higher management | BC | | |
| 1. Developing TOR | | | |
| Establish searching committee | | | |
| Searching | By concerned body | | |
| Collecting Documents/profile | Board/Senate | 1 week | |
| Review documents/profile | | 1 week | |
| Preliminary selection (short listing) | | | |
| 2. Evaluation | | | |
| Forward shortlist all stakeholders | SC | | |
| Comments, suggestions, and votes | SC | 2 months | |
| Organizing comments and suggestions, and votes | SC | Through the two months | |
| Prioritize rank | SC | 1 week | |
| 3. Decision | | | |
| Suggest recommendation | SC/all stakeholders | | |
| Decision by the concerned (gov't). | | | |
| Management at budget center | SC | 1 week | |
| 1. Announce vacancy | SC | 1 week | |
| Collecting Documents | | | |
| Review documents | SC/board | | |
| Preliminary selection (short listing) | Concerned body | 1 day | 100% satisfaction by the employee |
| 2. Evaluation | | 1 week | |
| Forward shortlists to all stakeholders | CHR | | Transformation of the university |
| Comments and suggestions, and votes | CHR | 1 week | |
| Organizing comments and suggestions, and votes | CHR | 1 month | 100% satisfaction of the stake holders with the level of participation. |
| | CHR | 1 week | |

| | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| <p>Prioritize rank 3. Decision Decision of employment. Approval of the decision Unit Head 1. Nomination Collecting Documents Review documents 2. Evaluation Forward the nominated to all members of the unit Comments and suggestions, and votes Organizing comments and suggestions, and votes Prioritize rank 3. Decision Decision of appointment. Forward to central HR</p> | <p>CHR CHR/Stakeholders CHR CHR CHR President BC/unit Unit BC BC BC BC BC</p> | <p>1 week 1 week 1 day 1 week 1 day 1 week 1 week 1 day</p> | <p>Election is conducted as planned and based on the calendar. 100% processing completed and responded before the deadlines.</p> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|

| Process & series of activities & steps from start – finish | Where | When? Or Time/Timing | Operational standard for activities |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Human Resource Performance Appraisal</p> <p>1. checklists Preparing and updating performance appraisal checklists Invite comments from key stakeholders Finalize checklist Make PA checklists readily available for appraisers online</p> <p>2. Appraise Set schedule Conduct and facilitate appraisal Summarize PA results Communicate PA results to the appraisee Conduct performance interview Identify performance gaps of an individual and a group Report performance gaps File PA results and reports</p> | <p>CHR CHR CHR CHR (other Pro)</p> <p>Unit Unit Unit Unit Unit Unit Unit, BC Unit, BC, CHR</p> | <p>In line with Strategic planning time</p> <p>Beginning of A/Y Throughout the A/y End of semester Twice a semester Once a semester Once a semester At the end of semester At the end of semester</p> | <p>100% reliability.</p> <p>Meeting the University strategic objectives</p> <p>Analyze 100% of the staff capacity gap and close in a sustainable way</p> <p>Job grading, job specification and job descriptions are revised every five years.</p> <p>Check list is available to all stake holders wherever needed.</p> <p>Program run smoothly</p> |
| <p>Training</p> <p>1. Training needs Review PA reports Review plan Scan environment, technology and other needs Identify training needs Summarizing training needs</p> <p>2. Design training Establishment of training goals Devising training program Identify trainers Schedule training program</p> | <p>Unit, BC, CHR Unit, BC, CHR Unit, BC, CHR Unit, BC, CHR Unit, BC, CHR</p> <p>BC, CHR BC,CHR Unit, BC, CHR BC,CHR</p> | <p>Throughout the year</p> <p>End of semester</p> <p>Beginning of the A/Y</p> | <p>100% hospitality and user friendly service providing staff.</p> <p>100% free from subjectivity.</p> <p>100% aligned with feedback from formative evaluation.</p> <p>100% signed contracts enforced and payments made on time.</p> |

| | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| <p>3. Implementation Facilitate training internally and externally Follow-up of training programs Evaluate the outcome of the training Evaluation of training program</p> <p>4. Documentation Ensure certification, when necessary Update personnel file Report on the training and training program</p> | <p>BC,CHR BC,CHR Unit, BC, CHR Unit, BC, CHR</p> <p>BC, CHR Unit, BC, CHR Unit, BC, CHR</p> | <p>Throughout the year based on the schedule</p> <p>Within a week after the end of training program</p> | <p>100% satisfaction with the training content and methodology.</p> <p>100% processing completed and responded before the deadlines.</p> |
| <p>Education</p> <p>1. Education needs Review development plan Identifying needs for education Soliciting and ensuring educational opportunities Selecting the right candidate(s)</p> <p>2. Implementation Facilitate conducting of the program Ensure all benefits Update personnel file Follow-up of programs</p> <p>3. Reinstatement Reporting and submitting supporting documents Decision for reinstatement Facilitate compensation and benefits Update file</p> | <p>Unit, BC, CHR Unit, BC, CHR Unit, BC, CHR Unit</p> <p>Unit, BC, CHR BC BC,CHR Unit</p> <p>Unit Unit, BC BC BC, CHR</p> | <p>All year round Every semester</p> <p>Six month before the beginning of semester Within one week after offering the leave</p> <p>Within one week after a person reports.</p> | <p>100% meeting the plan</p> |

| Process & series of activities & steps from start – finish | Where | When? Or Time/Timing | Operational standard for activities |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Develop and revise compensation package</p> <p>1. Assess external environment (Market, other organization, government policy) Gather data Analyze Prepare report</p> <p>2. Assess internal environment Assess job values and grade Revise Assess the capacity to pay Analyze Develop report</p> <p>3. Develop compensation and benefit proposal Type Amount</p> <p>4. Collect comments from stakeholders Distribute proposal to stakeholders Collect feedbacks (internet, workshop, etc)</p> <p>5. Revise proposal Assess feedbacks Finalize proposal Communicate the proposal for approval</p> <p>6. Implement the proposal Communicate the approved proposal to all units</p> <p>7. Revise the compensation and benefit package Assess the impact of the existing package Conduct revision Reapprove the revised package Implement</p> | <p>CHR,BC</p> <p>CHR</p> <p>CHR</p> <p>CHR,</p> <p>CHR</p> | <p>Every three years time interval</p> | <p>Policy, guidelines and regulations 100% respected.</p> <p>100% aligned with the government rules and regulation.</p> <p>100% processing completed on time and payments effected accordingly.</p> <p>95% of the employees are satisfied.</p> <p>Compliant free.</p> <p>100% mutual respect.</p> <p>Each employee complies with the rules and regulations.</p> <p>100% safe and hazards free working environment.</p> <p>100% ICT supported.</p> |

| Process & series of activities & steps from start – finish | Where | When? Or Time/Timing | Operational standard for activities |
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| Leaves and other benefits 1. Request Review request and check against Plan Decide on the request Communicate decision 2. Approval Forward the decision to budget center Facilitate the decision Forward copy to central HR | Unit/BC/CHR | When need arises | 100% individual leaves and benefits respected |

| Process & series of activities & steps from start – finish | Where | When? Or Time/Timing | Operational standard for activities |
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| <p>Grievance handling</p> <p>1. Application Filing complaint in writing Review the complaint Analyze the complaint against the rule Discuss the matter with the accuser</p> <p>2. Decision If the matter is not serious, offer decision Forward the complaint to relevant body Document/file analysis Investigation Deciding on the complaint</p> <p>3. Appeal and verification Receiving appeal Verifying documents and hearings Decide on the appeal (Reconsidered/approved) Communicate decision Reconsideration, if any</p> | <p>CHR</p> <p>Unit, BC, CHR</p> <p>CHR</p> | <p>Where ever there is a need for grief</p> | <p>Standards, proclamation, civil service rights, constitution Manuals, laws etc are enforced.</p> <p>100% complaint free.</p> <p>100% appeal entertained.</p> <p>100% processing completed.</p> <p>Prompt reply to any grievance.</p> |

| Process & series of activities & steps from start – finish | Where | When? Or Time/Timing | Operational standard for activities |
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| <p>Separation</p> <p>1. Organizational decision Document analysis, and Checking the PA Identifying reason for unsatisfactory performance Deciding on separation Approval separation Communicate the decision Appeal hearing Decision on appeal and Reconsideration, if any Final decision</p> <p>2. Individual request Receiving request Identifying reason for request Document/file analysis Deciding on separation (Lobby, ...) Approval separation Communicate the decision (to the individual and to all units)</p> <p>3. Clearance Handover materials and Clear financial matters Get clearance certificate</p> <p>4. Streaming separation</p> <p><i>Retirement</i> Fill formats Accompany outgoing Transfer the case to the concerned</p> <p><i>Resignation</i> Recording resignation comments Accompany outgoing Communicate final plan to all units</p> | <p>Unit, BC, CHR</p> | <p>When need arises</p> | <p>100% alignment to the laws, rules and regulations.</p> <p>100% processing completed on time.</p> <p>Complaint free.</p> <p>Simplicity (One stop service)</p> <p>100% appeal entertained.</p> <p>Prompt reply to any request.</p> |

| Process & series of activities & steps from start – finish | Where | When? Or Time/Timing | Operational standard for activities |
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| <p>Human resource information system</p> <p>1. Receiving documents Open access Set communication ID/address Receive documents</p> <p>2. Processing files Sort received documents Develop/update files and documents Store and retrieve documents</p> <p>3. Database information Develop database Assess database Develop statistics Analyze human resource</p> <p>4. Communicate documents Sort outgoing documents Forward documents and human resource profile Report consolidated statistical report</p> <p>5. Reorganize and update HRIS (IT activity)</p> | <p>Unit, BC, CHR</p> <p>BC,CHR</p> <p>CHR</p> <p>CHR</p> <p>CHR</p> | <p>All year round</p> | <p>All applications and related forms are available online.</p> <p>100% secure and safe storage/archiving</p> <p>100% meet the quality standards.</p> <p>100% consistent (Stable).</p> <p>Timely preparation, development and distribution.</p> <p>100% reliability.</p> |

REGROUPING OF ACTIVITIES

In this section, the HRM process design team regrouped the identified specific tasks and activities in each sub-processes of HRM in to working groups. The basis for the regrouping was “*where the activity should be done*, that is, *where the execution of the activity makes most sense*”. Having three major HRM sub-processes, namely filling vacant positions; Training, education and development; and compensation, benefit and employee affairs; the regrouping is organized at three levels of execution: a unit level, budget center level, and/or central office level to promote the human resource management efficiently and deliver quality services to the stake holders with a reasonable cost.

In addition, the Team has identified and determined the skills and knowledge requirements including the educational level and work experience to manage and execute each activity and processes of human resource management at a unit, budget center and central office level.

Finally, the Team decided the required number of persons or employees for the execution and management of the processes based on the total time estimated for each process. For doing so, the Team has identified the total time required (or estimated) for each process based on the following assumptions.

1. Every employee works for eight hours a day/39 hours a week.
2. There are 104 week end days and 13 public holidays in a year.
3. An employee is eligible for 21 working days annual leave and 9 days of other leaves (sick leave, weeding leave, etc).
4. An hour absence in every Friday sums up to 6.5 days in a year.
5. Every employee will be absent from duty for about 15 days in a year for conference, workshop, training, etc.
6. Based on the above assumptions; there are 196.5 working days.
7. Hence, there are $196.5 \times 8\text{hours} = \mathbf{1572}$ hours a year per employee

Activities to be performed at Unit level

| Process & series of activities & steps from start – finish | Skill & Knowledge Required | Educational qualification & experience | Time Required | Job Title (Performer(s)) | Required number of human resources |
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| <p>Planning and Mode of planning</p> <p>1. Needs assessment Identifying Internal and external needs (PA results, demand of technology, demand of the programs, environment assessment, etc) Checking the needs against the strategic plan</p> <p>2. Formulate Plan Review HR requirements and availability (Inventory, retention and attrition) Forecasting HR needs Deciding terms for plan (short/long) Formulating plan</p> <p>3. Review of plan Communicate plan to stakeholders Collect comments and modifications Revise and finalize the plan Communicate the plan to all units</p> <p>4. Detailed action plan Review plan Develop detailed action plan</p> | <ul style="list-style-type: none"> • Conceptual and diagnostic skills of HRM • Planning techniques (data collection, organization, analysis and interpretation) • Research methods • Change management • Report writing and compilation • Environment analysis • Job analysis skills • Performance management and review • Forecasting ability • Basic computer skills • Communication skills • Market assessment • Skill gap analysis • Legal aspects of human resource management • Organizational policies, rules and regulations | <p>BA (or equivalent) and above in management, administrative service management, economics, business administration and related fields.</p> <p>Experience of two years and above in similar jobs</p> | <p>~ 480 hrs</p> | <p>Academic staff members and Administrative Assistant</p> | <p>0.31</p> |

| Process & series of activities & steps from start –finish | Skill & Knowledge Required | Educational qualification & experience | Time Required | Job Title (Performer(s)) | Required number of human resources |
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| <p>Filling vacant positions: Employment</p> <p>1. Starting employment Check Plan Deciding mode of vacancy filling</p> <p>2. Announcement Review job description and requirements Develop specification</p> <p>3. Collections of documents Collecting Documents Updating database Classifying application</p> <p>4. Preliminary Selection Document evaluation Short listing by using standard criteria Communicating shortlisted and regrets</p> <p>5. Appeal and verification Receiving appeal Verifying documents Communicate decision Reconsideration, if any</p> <p>6. Final selection Scheduling exams Screening⁴ Selection Communicate decisions</p> <p>7. Appeal and verification Receiving appeal Verifying documents</p> | <ul style="list-style-type: none"> • Government employment laws • Employee selection methods and employee succession planning, • Job requirement • Organizational policies, rules and regulations, • Communication skills • Recruitment skills • Basic computer skills • Basic computational skills • Customer handling skills • Organizing and leadership skills • Interpersonal skills • Team work skills • Human resource administration • Training skills • Reporting skills • Record keeping skills | <p>BA (or equivalent) and above</p> <p>Experience of four years and above</p> | <p>~ 368 hrs</p> | <p>Academic staff and Administrative assistant</p> | <p>0.23</p> |

⁴ Different approaches such as test, practical work, exam, interview etc

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| <p>Communicate decision Reconsideration, if any</p> <p>8. Employment decision First decision Placement</p> <p>9. Induction and orientation Identifying needs and gaps of employee Communicate induction schedule Identifying methodology Conduct Induction and orientation Feedback assessment Setting socialization scheme</p> <p>Promotion</p> <p>1. Starting promotion Request Collecting Documents Review request/application</p> <p>2. Evaluation Document evaluation (publication, PA results, etc) Checking against the standard criteria Decision on the promotion Communicating Decision to the applicant and to BC.</p> <p>Transfer</p> <p>1. Starting transfer Request Collecting Documents Review request/application</p> <p>2. Evaluation Document evaluation Checking against the standard criteria Decision on the transfer Communicating Decision to the applicant, to the two units (sending and receiving) and to budget centers and to the central HR.</p> | | | | | |
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| <p>Unit Head</p> <p>1. Nomination Collecting Documents Review documents</p> <p>2. Evaluation Forward the nominated to all members of the unit Comments and suggestions, and votes Organizing comments and suggestions, and votes Prioritize rank</p> | | | | | |
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| Process & series of activities & steps from start –finish | Skill & Knowledge Required | Educational qualification & experience | Time Required | Job Title (Performer(s)) | Required number of human resources |
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| <p>Human Resource Performance Appraisal Appraise Set schedule Conduct and facilitate appraisal Summarize PA results Communicate PA results to the appraisee Conduct performance interview Identify performance gaps of an individual (a group) Report performance gaps File PA results and reports</p> <p>Training Review PA reports, Review plan Scan environment, technology and other needs Identify training needs and Summarizing training needs Devising training program Evaluate the outcome of the training Evaluation of training program Update personnel file Report on the training and training program</p> <p>Education Education needs Review development plan Identifying needs for education Soliciting and ensuring educational opportunities Selecting the right candidate(s) Implementation Facilitate conducting of the program Ensure all benefits Update personnel file Follow-up of programs Reinstatement Reporting and submitting supporting documents Update file</p> | <ul style="list-style-type: none"> • Knowledge on performance management and measurement • Knowledge on policies, rules and regulations • Job requirement • Report writing skills • Communication skills • Trainer training skills • Proposal design • Computer skills • Need assessment skills • Planning and Scheduling • Record management | <p>BA (or equivalent) and above</p> <p>Experience of four years and above</p> | <p>~ 500 hrs and other regular routine activities</p> | <p>Academic staff and Administrative assistant</p> | <p>0.32</p> |

| Process & series of activities & steps from start – finish | Skill & Knowledge Required | Educational qualification & experience | Time Required | Job Title (Performer(s)) | Required number of human resources |
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| <p>Leaves and other benefits</p> <p>1. Request Review request and check against Plan Decide on the request Communicate decision</p> <p>2. Approval Forward the decision to budget center</p> | <ul style="list-style-type: none"> • Knowledge on performance management and measurement • Knowledge on policies, rules and regulations • Understanding job requirement • Report writing skills • Communication skills • Computer skills • Planning and Scheduling • Record management • Negotiation skill | <p>BA (or equivalent) and above</p> <p>Experience of four years and above</p> | <p>~ 40 hrs</p> | <p>Academic staff and Administrative assistant</p> | <p>0.025</p> |

| Process & series of activities & steps from start – finish | Skill & Knowledge Required | Educational qualification & experience | Time Required | Job Title (Performer(s)) | Required number of human resources |
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| <p>Separation</p> <p>1. Organizational decision Document analysis Checking the PA Identifying reason for unsatisfactory performance Deciding on separation Approval Communicate the decision Appeal hearing Decision on appeal Reconsideration, if any Final decision</p> <p>2. Individual request Receiving request Identifying reason for request Document/file analysis Deciding on separation (Lobby, ...) Approval separation Communicate the decision (to the individual and to all units)</p> <p>3. Clearance Handover materials Clear financial matters Get clearance certificate Streaming separation</p> <p>Retirement Fill formats Accompany outgoing Transfer the case to the concerned</p> <p>Resignation Recording resignation comments</p> | <ul style="list-style-type: none"> • Knowledge on performance management and measurement • Knowledge on policies, rules and regulations • Understanding job requirement • Report writing skills • Communication skills • Computer skills • Need assessment skills • Planning and Scheduling • Record management • Negotiation skills | <p>BA (or equivalent) and above</p> <p>Experience of four years and above</p> | <p>~ 240 hrs</p> | <p>Academic staff and Administrative assistant</p> | <p>0.15</p> |

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| <p>Accompany outgoing Communicate final plan to all units</p> <p>Disciplinary case handling</p> <p>1. Application</p> <p>Filing accusation in writing Review the accusation Analyze the accusation against the rule Discuss the matter with the accuser and try to resolve the matter. Forward the case to a Budget center</p> | <ul style="list-style-type: none"> • Good leadership skills • Conflict management skills | | | | |
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| Process & series of activities & steps from start – finish | Skill & Knowledge Required | Educational qualification & experience | Time Required | Job Title (Performer(s)) | Required number of human resources |
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| <p>Human resource information system</p> <p>1. Receiving documents</p> <p>Open access Set communication ID/address Receive documents</p> | <ul style="list-style-type: none"> • Knowledge of policies, rules and regulations • Knowledge on database management • Networking, computer security skills and management • Knowledge on information technology specification • Knowledge on hardware management • Report writing • Communication skills • Record management • Web page posting, publishing and management | <p>BA (or equivalent) and above in ICT, MIS, BAIS or related fields</p> <p>Experience of four years and above</p> | <p>~ 393 hrs</p> | <p>Academic staff and Administrative assistant</p> | <p>0.25</p> |

Activities to be performed at Budget Center

| Process & series of activities & steps from start – finish | Skill & Knowledge Required | Educational qualification & experience | Time Required | Job Title (Performer(s)) | Required number of human resources |
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| <p>Planning and Mode of planning</p> <p>1. Needs assessment Identifying Internal and external needs (PA results, demand of technology, demand of the programs, environment assessment, etc) Checking the needs against the strategic plan</p> <p>2. Formulate Plan Review HR requirements and availability (Inventory, retention and attrition) Forecasting HR needs Deciding terms for plan (short/long) Consolidating and Formulating plan Review of plan Communicate plan to stakeholders Collect comments and modifications Revise and finalize the plan Communicate the plan to all units Detailed action plan Review plan Develop detailed action plan</p> | <ul style="list-style-type: none"> • Conceptual and diagnostic skills of HRM • Planning techniques (data collection, organization, analysis and interpretation) • Research methods • Change management • Report writing and compilation • Environment analysis • Job analysis skills • Performance management and review • Forecasting ability • Basic computer skills • Communication skills • Market assessment • Skill gap analysis • Legal aspects of human resource management • Organizational policies, rules and regulations | <p>BA (or equivalent) and above in management, administrative service management, economics, business administration and related fields.</p> <p>Experience of two years and above in similar jobs</p> | <p>~ 520 hrs</p> | <p>HR expert</p> | <p>0.33</p> |

| Process & series of activities & steps from start –finish | Skill & Knowledge Required | Educational qualification & experience | Time Required | Job Title (Performer(s)) | Required number of human resources |
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| <p>Filling vacant positions:</p> <p>Employment Deciding mode of vacancy filling Database review</p> <p>Announcement Budget clearance Announcement (Internally/externally)</p> <p>Collections of documents Updating database</p> <p>Preliminary Selection Appeal and verification Receiving appeal Verifying documents Appeal and verification Receiving appeal Verifying documents Communicate decision First decision Approval Employment processing Fill formats of employment Opening personnel file Arranging facilities Identifying needs and gaps of employee Identifying methodology Conduct Induction and orientation Feedback assessment</p> <p>Promotion Reconsideration, if any Approval Review the process, the decision and</p> | <ul style="list-style-type: none"> • Government employment laws • Employee selection methods and employee succession planning, • Finance rules and regulations • Job requirement • Organizational policies, rules and regulations, • Communication skills • Recruitment skills • Basic computer skills • Customer handling skills • Organizing and leadership skills • Basic computational skills • Interpersonal skills • Team work skills • Human resource administration • Training skills • Reporting skills • Record keeping skills | <p>BA (or equivalent) and above</p> <p>Experience of four years and above</p> | <p>~ 1260 hrs</p> | <p>HR Expert, team leader, Budget center head and IT expert</p> | <p>0.80</p> |

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| <p>documents Checking using different mechanisms Decide on the promotion Communicate decisions Appeal and verification Receiving appeal Verifying documents Communicate decision Reconsideration, if any</p> <p>Transfer</p> <p>Receiving appeal Verifying documents Communicate decision Reconsideration, if any Approval Review the process, the decision and documents Decide on the transfer Communicate decisions</p> <p>Unit Head</p> <p>Nomination Collecting Documents Review documents Evaluation Forward the nominated to all members of the unit Comments and suggestions, and votes Organizing comments and suggestions, and votes Prioritize rank Decision Decision of appointment. Forward to central HR</p> | | | | | |
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| Process & series of activities & steps from start – finish | Skill & Knowledge Required | Educational qualification & experience | Time Required | Job Title (Performer(s)) | Required number of human resources |
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| <p>PERFORMANCE APPRAISAL Report performance gaps File PA results and reports</p> <p>Training Training needs Review PA reports Review plan Scan environment, technology and other needs Identify training needs Summarizing training needs</p> <p>Design training Establishment of training goals Devising training program Identify trainers Schedule training program</p> <p>Implementation Facilitate training internally and externally Follow-up of training programs Evaluate the outcome of the training Evaluation of training program</p> <p>Documentation Ensure certification, when necessary Update personnel file Report on the training and training program</p> <p>Education Education needs Review development plan Identifying needs for education Soliciting and ensuring educational opportunities Selecting the right candidate(s)</p> | <ul style="list-style-type: none"> • Knowledge on performance management and measurement • Knowledge on policies, rules and regulations • Job requirement • Report writing skills • Communication skills • Trainer training skills • Proposal design • Computer skills • Need assessment skills • Planning and Scheduling | <p>BA (or equivalent) and above</p> <p>Experience of four years and above</p> | <p>~ 1500 hrs and other regular routine activities</p> | <p>HR Expert, team leader, Budget center head and IT expert</p> | <p>0.95</p> |

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| <p>Implementation</p> <ul style="list-style-type: none"> Facilitate conducting of the program Ensure all benefits Update personnel file Follow-up of programs <p>Reinstatement</p> <ul style="list-style-type: none"> Reporting and submitting supporting documents Decision for reinstatement Facilitate compensation and benefits Update file | <ul style="list-style-type: none"> • Record management • Contract administration and negotiation skills • Evaluation and research skills | | | | |
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| Process & series of activities & steps from start – finish | Skill & Knowledge Required | Educational qualification & experience | Time Required | Job Title (Performer(s)) | Required number of human resources |
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| <p>Develop and revise compensation package Assess external environment (Market, other organization, government policy) Gather data Analyze Prepare report</p> <p>Leaves and other benefits Facilitate the decision made by unit Forward copy to central HR</p> | <ul style="list-style-type: none"> • Job evaluation and design skills • Research skills • Knowledge on performance management and measurement • Knowledge on policies, rules and regulations • Understanding job requirement • Report writing skills • Communication skills • Computer skills • Planning and Scheduling • Record management • Negotiation skill | <p>BA (or equivalent) and above</p> <p>Experience of four years and above</p> | <p>~ 1500 hrs</p> | <p>HR Expert, team members, Budget center head and IT expert</p> | <p>0.95</p> |

| Process & series of activities & steps from start – finish | Skill & Knowledge Required | Educational qualification & experience | Time Required | Job Title (Performer(s)) | Required number of human resources |
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| <p>Separation</p> <p>Organizational decision Document analysis Checking the PA Identifying reason for unsatisfactory performance Deciding on separation Approval separation Communicate the decision Appeal hearing Decision on appeal Reconsideration, if any Final decision</p> <p>Individual request Receiving request Identifying reason for request Document/file analysis Deciding on separation (Lobby, ...) Approval separation Communicate the decision (to the individual and to all units)</p> <p>Clearance Handover materials Clear financial matters Get clearance certificate Streaming separation</p> <p><i>Retirement</i> Fill formats Accompany outgoing Transfer the case to the concerned</p> <p><i>Resignation</i> Recording resignation comments</p> | <ul style="list-style-type: none"> • Knowledge on performance management and measurement • Knowledge on policies, rules and regulations • Understanding job requirement • Report writing skills • Communication skills • Computer skills • Need assessment skills • Planning and Scheduling • Record management • Negotiation skills | <p>BA (or equivalent) and above</p> <p>Experience of four years and above</p> | <p>~ 786 hrs</p> | <p>HR Expert, team members, Budget center head and IT expert</p> | <p>0.5</p> |

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| <p>Accompany outgoing Communicate final plan to all units</p> <p>Grievance handling</p> <p>If the matter is not serious, offer decision Forward the complaint to relevant body Document/file analysis Investigation Deciding on the complaint</p> <p>Disciplinary case handling</p> <p>Application Filing accusation in writing Review the accusation Analyze the accusation against the rule Discuss the matter with the accuser and try to resolve the matter. Forward the case to a disciplinary hearing</p> <p>Decision Collecting necessary documents Document/file analysis Investigation Recommend decisions Forward decisions for approval</p> | <ul style="list-style-type: none"> • Good leadership skills • Conflict management skills • Legal skills | | | | |
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| Process & series of activities & steps from start – finish | Skill & Knowledge Required | Educational qualification & experience | Time Required | Job Title (Performer(s)) | Required number of human resources |
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| <p>Human resource information system</p> <p>Receiving documents</p> <p>Processing files</p> <p>Sort received documents</p> <p>Develop/update files and documents</p> <p>Store and retrieve documents</p> | <ul style="list-style-type: none"> • Knowledge of policies, rules and regulations • Knowledge on database management • Networking, computer security skills and management • Knowledge on information technology specification • Knowledge on hardware management • Report writing • Communication skills • Record management • Web page posting, publishing and management | <p>BA (or equivalent) and above in ICT, MIS, BAIS or related fields</p> <p>Experience of four years and above</p> | <p>~ 786 hrs</p> | <p>HR expert , IT expert and admin assistants</p> | <p>0.5</p> |

Activities to be performed at Central HR

| Process & series of activities & steps from start – finish | Skill & Knowledge Required | Educational qualification & experience | Time Required | Job Title (Performer(s)) | Required number of human resources |
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| <p>Planning and Mode of planning</p> <p>Needs assessment Identifying Internal and external needs (PA results, demand of technology, demand of the programs, environment assessment, etc) Checking the needs against the strategic plan</p> <p>Compile and Formulate Plan Review HR requirements and availability (Inventory, retention and attrition) Forecasting HR needs Deciding terms for plan (short/long) Formulating plan</p> <p>Review of plan Communicate plan to stakeholders Collect comments and modifications Revise and finalize the plan Communicate the plan to all units</p> <p>Detailed action plan Review plan Develop detailed action plan</p> | <ul style="list-style-type: none"> • Conceptual and diagnostic skills of HRM • Planning techniques (data collection, organization, analysis and interpretation) • Research methods • Change management • Report writing and compilation • Environment analysis • Job analysis skills • Performance management and review • Forecasting ability • Basic computer skills • Communication skills • Market assessment • Skill gap analysis • Legal aspects of human resource management • Organizational policies, rules and regulations | <p>MA (or equivalent) and above in management, administrative service management, economics, business administration and related fields.</p> <p>Experience of six years and above in similar jobs</p> | <p>~ 1572 hrs</p> | <p>HRP officer, and HR process owner</p> | <p>1</p> |

| Process & series of activities & steps from start –finish | Skill & Knowledge Required | Educational qualification & experience | Time Required | Job Title (Performer(s)) | Required number of human resources |
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| <p>Filling vacant positions: Employment Preliminary Selection Appeal and verification Promotion Evaluation and Verifying documents Communicate decision Reconsideration, if any Approval Review the process and the decision Checking using different mechanisms Decide on the promotion Communicate decisions Appeal and verification Receiving appeal and Verifying documents Communicate decision, Reconsideration, if any Transfer Approval Decide on the transfer Leadership Management at budget center Announce vacancy Collecting and Reviewing documents Preliminary selection (short listing) Evaluation Forward shortlists to all stakeholders Comments and suggestions, and votes Organizing comments and suggestions, and votes Prioritize rank Decision of employment.</p> | <ul style="list-style-type: none"> • Government employment laws • Employee selection methods and employee succession planning, • Finance rules and regulations • Job requirement • Organizational policies, rules and regulations, • Communication skills • Recruitment skills • Basic computer skills • Customer handling skills • Organizing and leadership skills • Basic computational skills • Interpersonal skills • Team work skills • Human resource administration • Training skills • Reporting skills • Record keeping skills | <p>MA (or equivalent) and above</p> <p>Experience of four years and above</p> | <p>~ 3144 hrs</p> | <p>HRM officer and HRM process owner</p> | <p>2</p> |

| Process & series of activities & steps from start – finish | Skill & Knowledge Required | Educational qualification & experience | Time Required | Job Title (Performer(s)) | Required number of human resources |
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| <p>Human Resource Performance Appraisal checklists Preparing and updating performance appraisal checklists Invite comments from key stakeholders Finalize checklist Make PA checklists readily available for appraisers online Appraise File PA results and reports</p> <p>Training</p> <p>Training needs Review PA reports Review plan Scan environment, technology and other needs Identify training needs Summarizing training needs</p> <p>Design training Establishment of training goals Devising training program Identify trainers Schedule training program</p> <p>Implementation Facilitate training internally and externally Follow-up of training programs Evaluate the outcome of the training Evaluation of training program</p> | <ul style="list-style-type: none"> • Knowledge on performance management and measurement • Knowledge on policies, rules and regulations • Job requirement • Report writing skills • Communication skills • Trainer training skills • Proposal design • Computer skills • Need assessment skills • Planning and | <p>MA (or equivalent) and above</p> <p>Experience of four years and above</p> | <p>~ 2358 hrs and other regular routine activities</p> | <p>HRD officer, expert and Process owner</p> | <p>1.5</p> |

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| <p>Documentation Ensure certification, when necessary Update personnel file Report on the training and training program</p> <p>Education</p> <p>Education needs Review development plan Identifying needs for education Soliciting and ensuring educational opportunities Implementation Facilitate conducting of the program Update personnel file Reinstatement Update file</p> | <p>Scheduling</p> <ul style="list-style-type: none"> • Record management • Contract administration and negotiation skills • Evaluation and research skills | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|

| Process & series of activities & steps from start – finish | Skill & Knowledge Required | Educational qualification & experience | Time Required | Job Title (Performer(s)) | Required number of human resources |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-------------------|-------------------------------------------------------------------|------------------------------------|
| <p>Develop and revise compensation package Assess external environment (Market, other organization, government policy) Gather data and Analyze Prepare report Assess internal environment, job values and grade Revise and Assess the capacity to pay Analyze and Develop report Develop compensation and benefit proposal Type Amount Collect comments from stakeholders Distribute proposal to stakeholders Collect feedbacks (internet, workshop, etc) Revise proposal Assess feedbacks and Finalize proposal Communicate the proposal for approval Implement the proposal Communicate the approved proposal to all units Revise the compensation and benefit package Assess the impact of the existing package Conduct revision & Reapprove the revised package Implement Grievance handling Application Filing complaint in writing Review the complaint Analyze the complaint against the rule Discuss the matter with the accuser Decision If the matter is not serious, offer decision</p> | <ul style="list-style-type: none"> • Job evaluation and design skills • Research skills • Knowledge on performance management and measurement • Knowledge on policies, rules and regulations • Understanding job requirement • Report writing skills • Communication skills • Computer skills • Planning and Scheduling • Record management • Negotiation skill | <p>MA (or equivalent) and above</p> <p>Experience of four years and above</p> | <p>~ 1572 hrs</p> | <p>HRM officer and expert(s); legal expert, and Process owner</p> | <p>1.00</p> |

| | | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| <p>Forward the complaint to relevant body Document/file analysis Investigation Deciding on the complaint Appeal and verification Receiving appeal Verifying documents and hearings Decide on the appeal (Reconsidered/approved) Communicate decision Reconsideration, if any Disciplinary case handling Application Filing accusation in writing Review the accusation Analyze the accusation against the rule Discuss the matter with the accuser and try to resolve the matter. Forward the case to a disciplinary hearing Decision Collecting necessary documents Document/file analysis Investigation Recommend decisions Forward decisions for approval Approval Receiving decision recommendation Verifying decisions against rules and regulations Decide on the recommendation (reconsidered/approved) Communicate decision Appeal and verification Receiving appeal Verifying documents and hearings Decide on the appeal (Reconsidered/approved) Communicate decision Reconsideration, if any</p> | | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|

| Process & series of activities & steps from start – finish | Skill & Knowledge Required | Educational qualification & experience | Time Required | Job Title (Performer(s)) | Required number of human resources |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-----------------|-------------------------------------------------------------------|------------------------------------|
| <p>Separation</p> <p>Organizational decision Document analysis and Checking the PA Identifying reason for unsatisfactory performance Deciding on separation Approval separation Communicate the decision Appeal hearing and Decision on appeal Reconsideration, if any Final decision</p> <p>Individual request Receiving request Identifying reason for request Document/file analysis Deciding on separation (Lobby, ...) Approval separation Communicate the decision (to the individual and to all units)</p> <p>Clearance Handover materials Clear financial matters Get clearance certificate Streaming separation</p> <p><i>Retirement</i> Fill formats Accompany outgoing Transfer the case to the concerned</p> <p><i>Resignation</i> Recording resignation comments Accompany outgoing Communicate final plan to all units</p> | <ul style="list-style-type: none"> • Knowledge on performance management and measurement • Knowledge on policies, rules and regulations • Understanding job requirement • Report writing skills • Communication skills • Computer skills • Need assessment skills • Planning and Scheduling • Record management • Negotiation skills • Good leadership skills • Conflict management skills • Legal skills | <p>MA (or equivalent) and above</p> <p>Experience of four years and above</p> | <p>~ 480hrs</p> | <p>HRM officer and expert(s); legal expert, and Process owner</p> | <p>0.32</p> |

| Process & series of activities & steps from start – finish | Skill & Knowledge Required | Educational qualification & experience | Time Required | Job Title (Performer(s)) | Required number of human resources |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-------------------|-------------------------------------------------------|------------------------------------|
| <p>Human resource information system</p> <p>Receiving documents Open access Set communication ID/address Receive documents</p> <p>Processing files Sort received documents Develop/update files and documents Store and retrieve documents</p> <p>Database information Develop database Assess database Develop statistics Analyze human resource</p> <p>Communicate documents Sort outgoing documents Forward documents and human resource profile Report consolidated statistical report Reorganize and update HRIS (IT activity)</p> | <ul style="list-style-type: none"> • Knowledge of policies, rules and regulations • Knowledge on database management • Networking, computer security skills and management • Knowledge on information technology specification • Knowledge on hardware management • Report writing • Communication skills • Record management • Web page posting, publishing and management | <p>BA (or equivalent) and above in ICT, MIS, BAIS or related fields</p> <p>Experience of four years and above</p> | <p>~ 3700 hrs</p> | <p>ICT expert(s), HR expert (s) and process owner</p> | <p>2.35</p> |

Detailed processes

This newly designed human resource management system will curtail the lengthy processes that were practiced in human resource functions such as employment, promotion etc and will enable to meet customer and organizational needs in a smooth, transparent and accountable manner.

In view of this, the envisaged human resource management system will be precise, concise and flexible and this will enable the University to have competent and dedicated staff in order to meet the newly anticipated stretched objectives. This will further enable to achieve and sustain excellence in all areas of its teaching-learning, research and community services. It will also focus on recruiting, retaining and rewarding staff of the highest caliber in both the academic and administrative staff so as to foster their motivation, morale and continued development. By doing so, the new HRM system will enable the University to meet its vision, mission, goals and objectives.

The new process is classified in to three major sub-sub processes as stated earlier namely: Filling vacant positions; Training, Education and Development; and Compensation, Benefits and Employee's affairs. These sub-sub processes also include the following micro processes

Human Resources Planning (HRP)

Filling vacant positions

- Employment,
- Promotion
- Leadership
- Transfer

Human Resource Development

- Human Resource Performance Appraisal,
- Human resource training and education

Compensation, Benefits and Employee's Affairs

- Compensation and benefits,
- Grievance handling
- Disciplinary case handling
- Separation
- HR information system

With the objectives of ensuring and addressing customer needs, the human resource management system that is organized hereunder considers use of automated system backed up by consolidated human resource data base and human resource information systems. It also anticipates empowering units, the lower organs in the university system.

It also anticipates a well thought and planned process which ensures understanding, sharing common interests (common vision), and commitment between and among its employee who will perform to exceed needs and expectations of customers and stakeholders.

Desired Outcomes of the new human resource management system

The newly developed human resource management system envisages the following desired outcomes.

- There will be a Well thought and organized HRP and a system that enables to address the:
 - Proper utilization of resources
 - Understanding and agreement among budget centers
 - Achievement of the strategic objectives
- Vacant positions are filled by capable, competent and dedicated human force that will prove smooth, fast, transparent management system that brings excelling accomplishment of the University in achieving its strategic objectives.
- The human resource management system should be simple and inclusive that can attract and retain high profile employee who in one way or another will impact development of the University.
- There is enabling working environment, competitive remuneration, compensation and benefit system integrated with good institutional governance and shared values and beliefs.
- There is human resource management information system that can support strategic implementations and set informed decisions, aligned with University goals and keep centralized data in a decentralized access.

Cognizant of the desired outcomes, the detailed process that describes the desired state of the human resource management system is designated with detailed series of activities and performing parameters and measurements as reiterated hereunder.

1. Human resource planning

Human resource planning (HRP) is a systematic reviewing of human resource requirements to ensure that the required numbers of employees with the required skills are available when needed. Human resource planning involves matching the internal and external supply of people with job

openings anticipated in the organization over a specified period of time. In spite of this, it has been identified in the AS-IS process that Addis Ababa University does not have a well defined and structured human resource planning process by which all the human resource requirements are organized.

Thus, developing a human resource planning system is required that need to be developed in a participatory way and based on the university's strategic plan, and internal and external assessment of customer needs. The following process describes how the human resource planning is executed starting from the lowest university organ up to a university wide level where information flows in a bidirectional way.

Human resource planning process flow

1. A unit (definition....):
 - a. reviews its HR requirement and prepares short, medium and long term HR plans on the bases of:
 - AAU strategic plan
 - Program needs
 - Profile of employees (level and composition of skills, academic rank, specialization, diversity, retirement, projection of employee turnover, etc.
 - b. Submits its HRP to the budget center as per the planning calendar.
2. A budget center:
 - a. Schedules and conducts budget defense according to the planning calendar
 - b. Reviews and approves HRP of each unit
 - c. Consolidates and submits a budget center HRP to the central HR
 - d. Communicates each unit its HRP approved by the University's executive body
3. Central HR:
 - a. Prepares and distributes planning calendar a year ahead of the next fiscal year
 - b. Schedules and conducts budget defense according to the planning calendar
 - c. Reviews and prepares University-wide HRP
 - d. Submits the same to the University's executive body
 - e. Communicates the approved HRP to each budget center

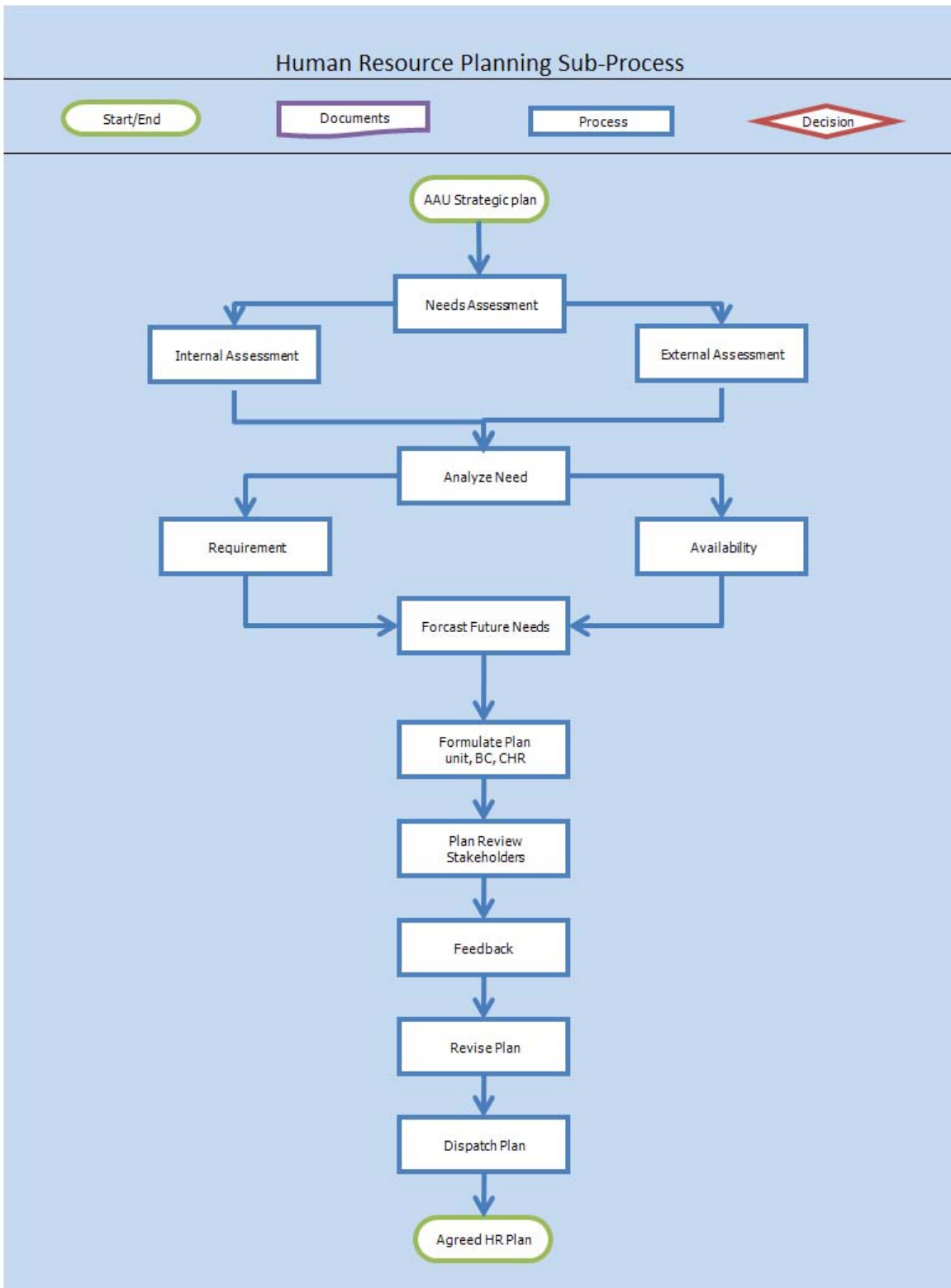


Figure 3. Human Resource Planning

2. Filling the vacant positions

Higher institutions are operating in a dynamic work environment. On the consequence, vacant positions whether for academic or non-academic staff, will always be there. Employees for various reasons leave existing positions or expanding needs may create vacant positions. These vacant positions thus, need to be fulfilled by competent, capable and dedicated staff through various mechanisms. These vacant positions shall be filled outright to smoothen either the teaching-learning, research, community services or all other administrative operations.

In this regard, the HR-Reengineering team has identified four major sub-processes which are considered to be pillars of filling positions. These are employment, leadership, promotion and transfer.

Once the subprocesses are identified, efforts have been made to exhaust specific activities likely to be performed at Unit, Budget center and Central HR. Standard Operating Procedures (SOP) and respective workflow diagrams are also developed to standardized the operations to be performed at each sub-process.

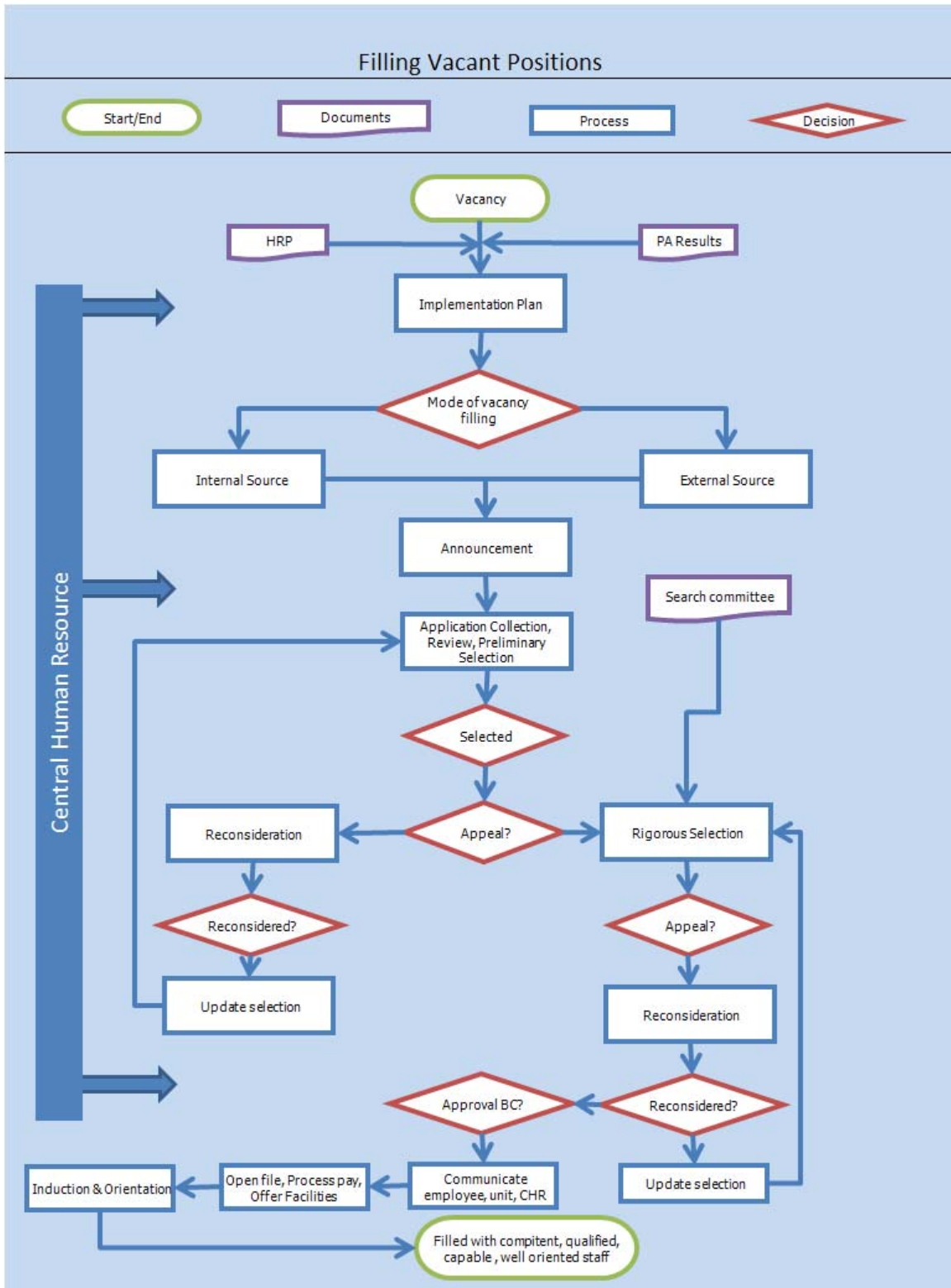


Figure 4. Filling Vacant Positions

Employment sub-process

Employment is a systematic filling of vacant positions through rigorous process to ensure that the required numbers of employees with the required skills are staffed to address the Human Resource Plan and to achieve the stated desired outcomes and stretched objectives.

The employment process which was characterized by lengthy process cycle and inefficiency at deploying competent and capable staff will be distroclized by a system that basically is bound at unit and budget center, and which uses Information Technology extensively. Application will be open all year round, selection and approval carried out only at the hosting unit and budget center. This will sharply cutdown the lengthy time that the previous employment process has been consuming. This will also enable to maximize quality by giving optimal opportunity for searching and attracting talented and potential employees.

The system also gives the opportunity to develop a database for potential candidates from which applicants can be reached when needed.

Human Resource Employment Process flow (Academic)

1. A Unit:
 - a. Requests the budget center for budget clearance and vacancy announcement one year ahead in advance of effective date of employment.
 - b. Collects applicants' documents, short-lists prospective candidates and communicates regrets; decides selection criteria, schedules and communicates dates of testing/examinations and administers same.
 - c. Selects the best applicant(s) based on the selection criteria and test results and submit the results and supporting documents to the budget center.
 - d. Communicates employment decisions to the candidate(s) at least two months before the effective date of employment for academic; places on the effective date of employment, inducts and orients the selected candidate.
 - e. Provides office and facilities.
2. The budget center
 - a. The budget center clears the budget and announces the vacancy as per the request.
 - b. The budget center or employment committee decides on employment request for academic staff.
 - c. Budget center HR processes the employment (HR forms, payroll, ID)
 - d. Budget center HR sends complete employee documents to the central HR.
3. Central HR
 - a. Checks employment against AAU and national standards.

- b. Keeps employment and employee records and makes it accessible to all stakeholders.

Human Resource Employment Process flow (Non-Academic)

1. A Unit:
 - a. Requests the budget center for budget clearance and vacancy announcement three months, in advance of effective date of employment, for non academic positions.
 - b. Collects applicants' documents, short-lists prospective candidates and communicates regrets; decides selection criteria, schedules and communicates dates of testing/examinations and administers same.
 - c. Selects the best applicant(s) based on the selection criteria and test results and submit the results and supporting documents to the budget center.
 - d. Communicates employment decisions to the candidate(s) at least one month before the effective date of employment for non academic positions; places on the effective date of employment, inducts and orients the selected candidate.
 - e. Provides office and facilities.
2. The budget center
 - a. The budget center clears the budget and announces the vacancy as per the request.
 - b. The budget center or employment committee decides on employment request for non-academic positions.
 - c. Budget center HR processes the employment (HR forms, payroll, ID)
 - d. Budget center HR sends complete employee documents to the central HR.
3. Central HR
 - a. Checks employment against AAU and national standards.
 - b. Keeps employment and employee records and makes it accessible to all stakeholders.

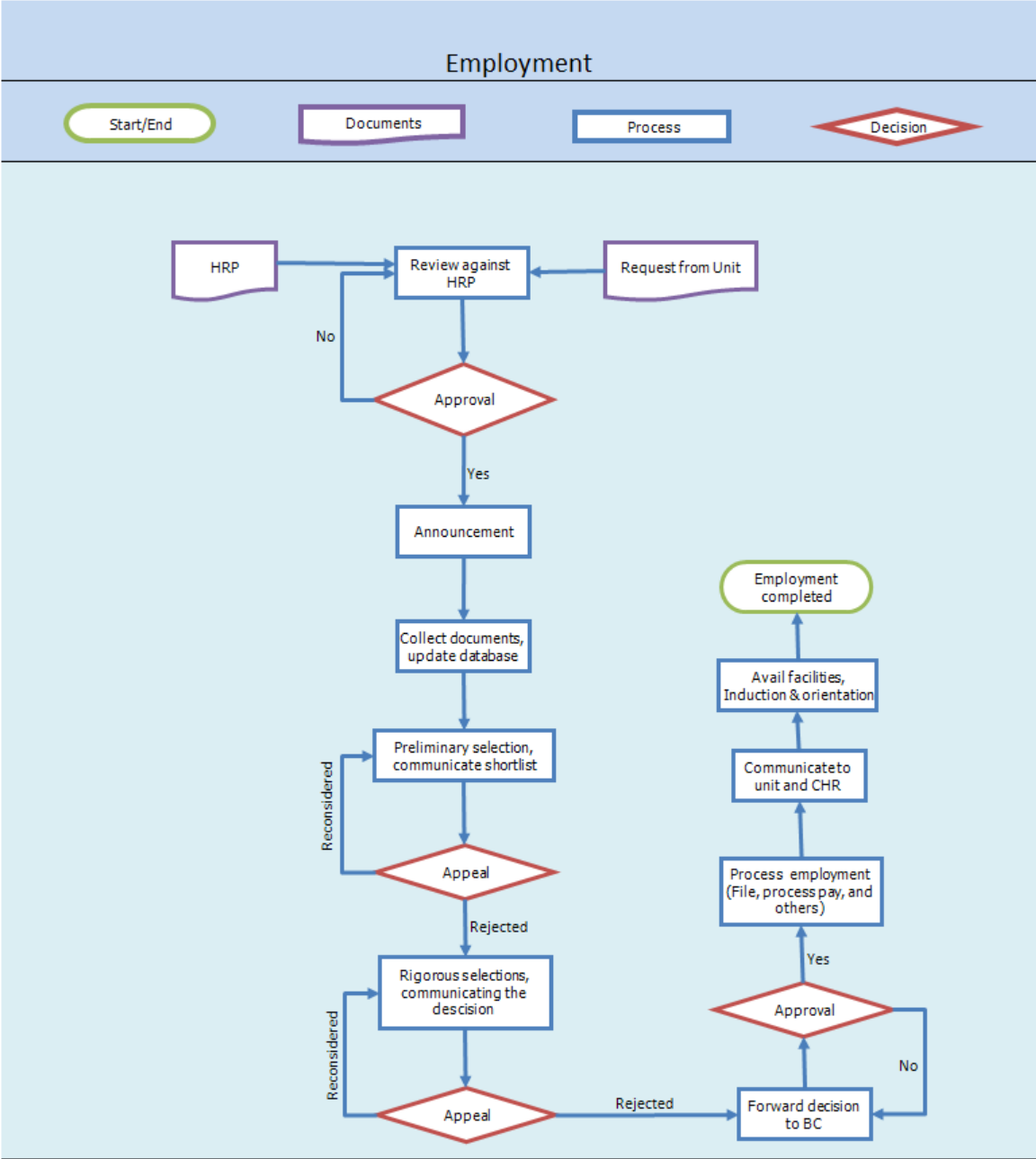


Figure 5. Employment

Leadership

It is well thought that leadership is a key in organizational companion, effectiveness and efficiency. Leadership is set to undertake proper implementation of strategic plan where, top-level leaders seeking to implement a new strategy may find it useful to build coalitions and persuade middle level managers to go along with the strategic plan and its implementation. If leaders involve other managers, during strategy formulation, implementation will be easier because managers and employees will better understand and be more fully committed to the new strategy. As strategy is once developed in a participatory way, reiterated above, it is of no doubt that leadership will require a sensible address.

Cognizant of this fact, the human resource team has sensed that an effective implementation of the university strategic plan seeks proper leadership system. To ensure the achievement of the objectives and desired outcomes in the strategic plan, the leadership that is anticipated shall be characterized by approaches of execution that are competitive and participatory, with limited tenure and terms of office.

In order to ascertain the intentions stated above, leaders in the University will be selected based on open vacancy announcement, searching committee inputs, and voice of all stakeholders unlike what has been done by appointment.

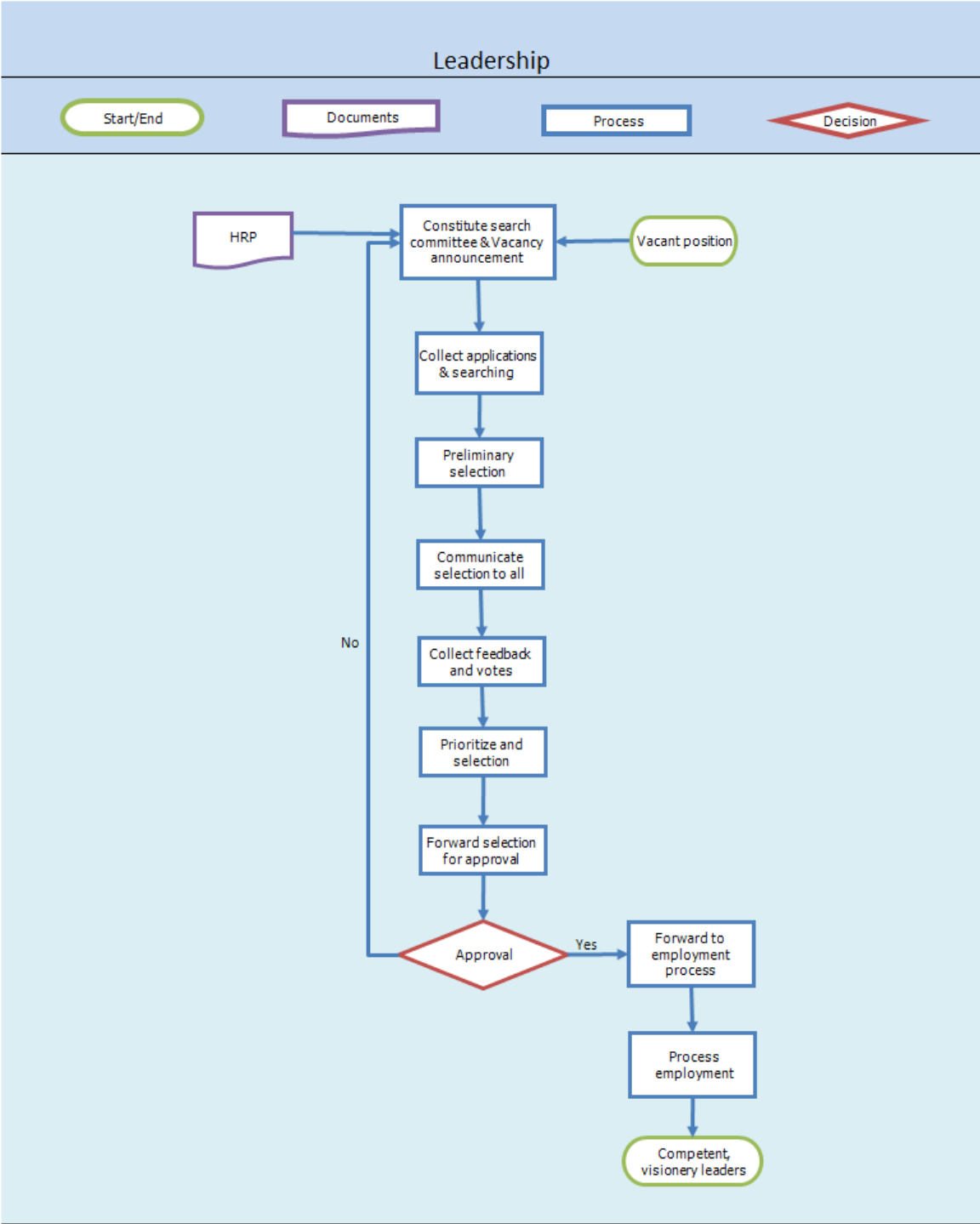


Figure 6. Leadership

Promotion

Promotion is a means for filling vacancy in the administrative units while it is based on merit in the academic units. The promotion process for both the administrative and academic units is outlined below.

Promotion Process flow (Academic)

1.1.1. Promotion by academic qualification

1. The Unit
 - a. The applicant submits credentials to his/her unit.
 - b. Checks and approves the promotion.
 - c. Communicates the decision to the budget center.
2. Budget Center
 - a. Updates file and payroll
 - b. Forwards a copy of the promotion decision to the central HR
3. Central HR
 - a. Verifies the promotion and update employee record.

1.1.2. Promotion by merit

1. The Unit
 - a. The applicant submits documents to his/her unit required for promotion.
 - b. Reviews documents against established criteria and decides on the promotion
 - c. Forwards the recommended promotion to the budget center.
2. Budget Center

Reviews the recommended promotion.

 - i. If ***non tenure track*** (Up to assistant professor),
 - decides on the promotion.
 - Forwards a copy of the promotion decision to the budget center for action.
 - Forwards a copy of the promotion decision to the central HR
 - ii. If ***tenure track***, (Associate professor or above) recommends the promotion and forwards to the central administration.
3. The Central administration
 - a. decides on the promotion.
 - b. Forwards the decision to the budget center for action and to the central HR.
4. Central HR

Verifies the promotion and update employee record.

Promotion Process flow (Non-Academic)

3.2. Vertical promotion

1. The Unit
 - a. Reports vacant position(s) to budget center.
 - b. Selects candidates and decides for promotion.
 - c. Communicates the decision to the budget center.
2. Budget Center
 - a. Checks and approves the promotion.
 - b. Announces vacancy university wide
 - c. Verifies the promotion and takes action
 - d. Forwards a copy of the promotion decision to the central HR
3. Central HR
 - e. Verifies the promotion and update employee record.

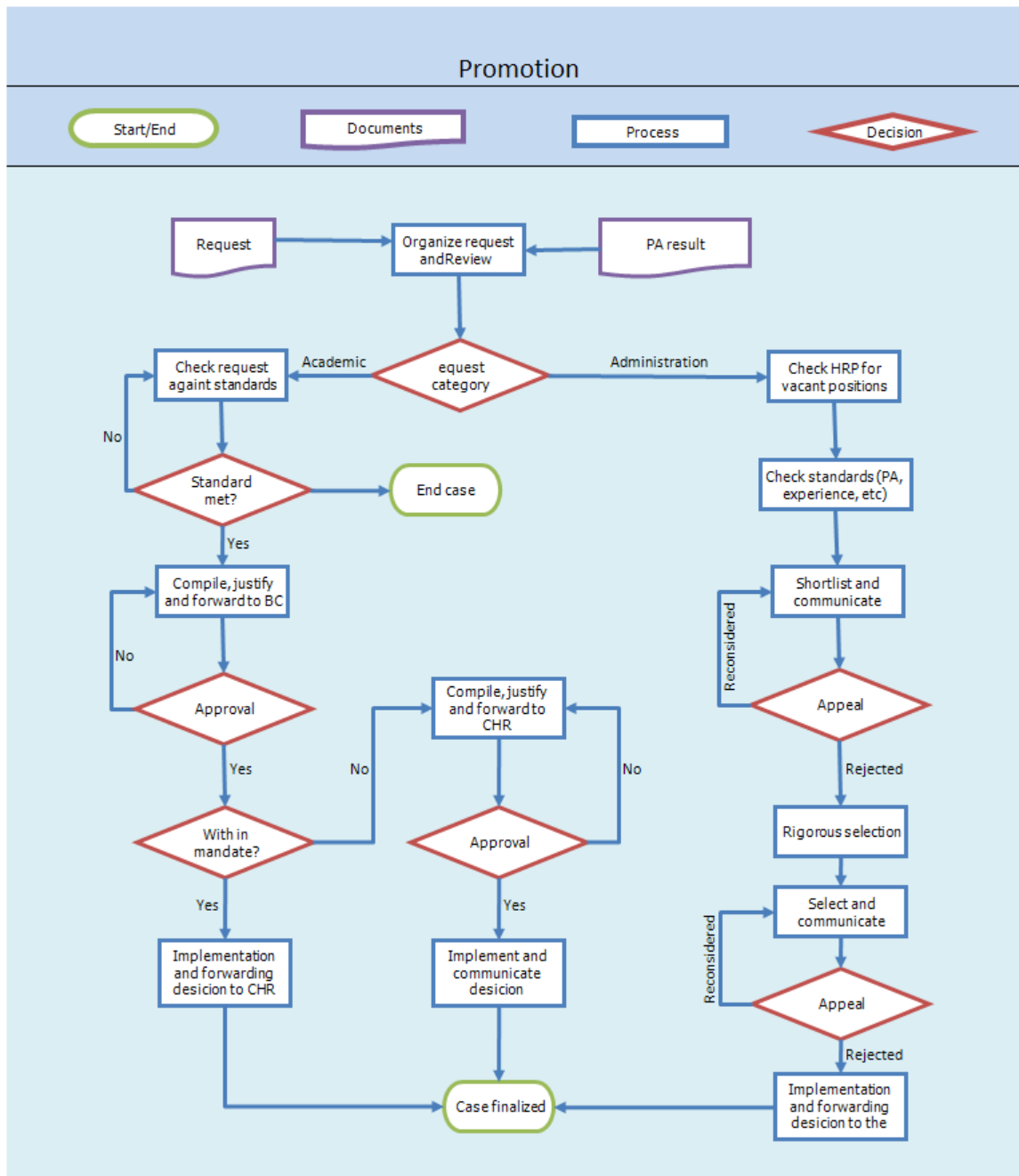


Figure 7. Promotion

Transfer

Transfer is a type of filling vacancy, where an organization seeks to fill vacant positions for short period of time until perhaps employment can be met and where competent employee are available who can assume a position. An employee can also request for a transfer from one position to

another for valid and accepted reasons which is sought to strengthen the efficiency if transfer is guaranteed.

Transfer Process flow (Academic)

1. The Unit
 - a. Request for transfer.
 - b. Review request and check against standard criteria
 - c. Decides on the transfer and communicates decision to the applicant
 - d. Communicates the decision to the receiving unit and to the budget center.
2. Budget Center
 - a. Checks and approves the transfer.
 - b. Facilitates the transfer
 - c. Forwards a copy of documents of the transfer decision to the central HR
3. Central HR
 - a. Verifies the transfer and update employee record.

Transfer Process flow (Non-Academic)

4.2. Within budget center

- An employee applies to the budget center.
- Budget center forwards the request to the releasing and receiving units.
- The releasing and receiving units decide on the request.
- The budget center approves the decision and transfers the employee.
- The budget center reports to the central HR.

4.3. From budget center to budget center

- An employee applies to the central HR.
- Central HR forwards the request to the releasing and receiving budget centers.
- The releasing and receiving budget centers decide on the request.
- The central HR approves the decision, transfers the employee and updates the record.

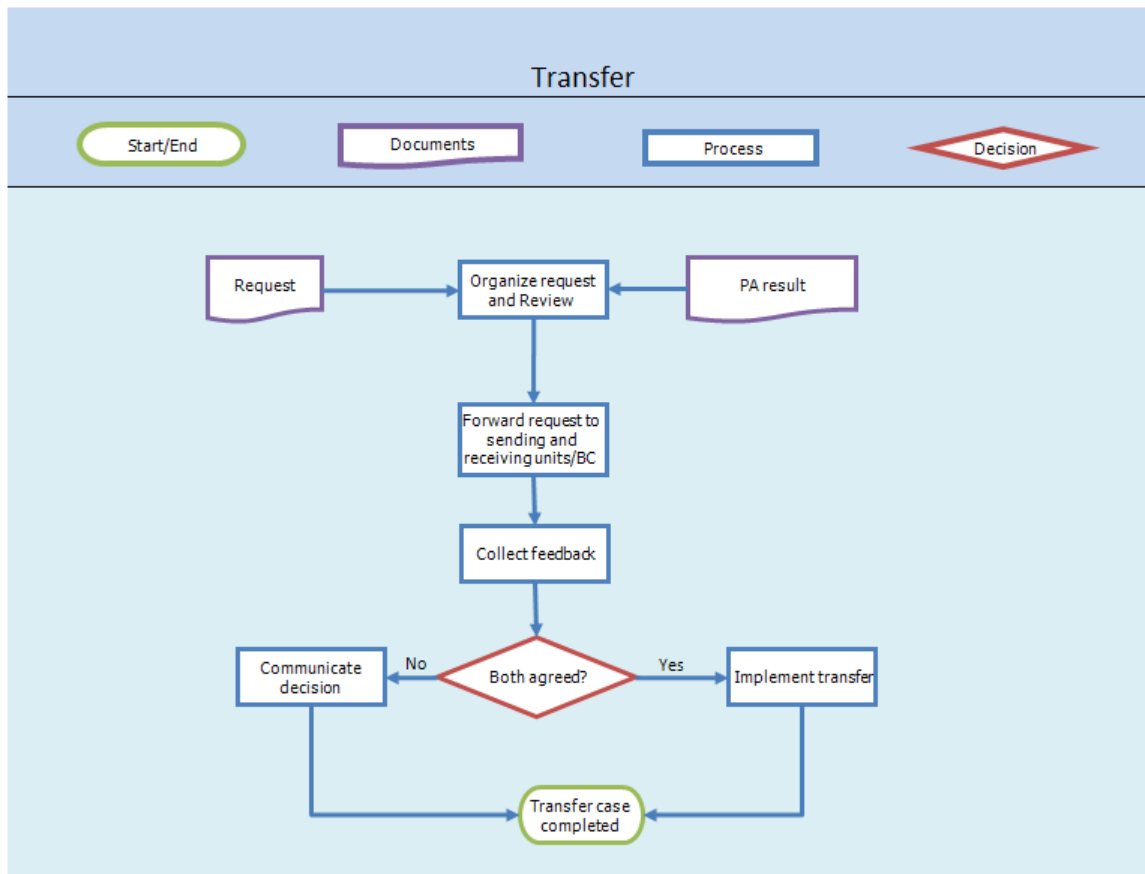


Figure 8. Transfer

3. Human Resource Development

Human resource development is one of the leading components in promoting efficiency and in maintaining retention of an employee. This is also related to achieving strategic objectives by way of filling performance gaps, if any, that would follow performance appraisal, training and education.

Human Resource Performance Appraisal

Performance evaluation is an important process for both supervisors and employees. It is a tool that can enhance the management of an organization, and it is also a process that allows employees to be both recognized for good performance and provided with recommendations for improvement. When done properly, it strengthens the relationship between employee and supervisor, increases communication, points out expectations and appraises past performance. Since performance

evaluation is communication between supervisor and employee, it is an extremely important supervisory responsibility, with far-reaching consequences for the employee's career.

Performance review is an opportunity to motivate effective job performance. The performance appraisal should be the culmination of on-going daily feedback resulting in positive collaboration between employees and supervisors, employees and stakeholders. Not only will it aid supervisors and employee in identifying any areas which might need improvement, it will also allow for positive feedback, and success in achieving goals. Remember, supervisors succeed if their employees succeed. Performance appraisal will be conducted by a review committee.

Review committee shall judge the candidate with respect to the proposed rank and duties considering the record of the candidates performance in teaching, professional activity and university and public service.

Having this as an intention, PA will be conducted with philosophy of 360° evaluation that will take part considering: Students, colleagues in the teaching, professional activities and immediate supervisor.

There will be an open and online evaluation mechanism which will give chance to all customers and stakeholders to forward views and evaluations according to standards for performance appraisal online.

Individually and jointly accountable performance appraisal system is installed that measures performance objectively, induced with self reflection environment, continuous feedback mechanisms and discussions.

Human Resource Performance Appraisal Process Flow (Academic)

1. Unit
 - a. Makes ready an online appraisal checklists accessible to appraise and appraisers (Students, colleagues, immediate supervisor(s), Professionals) which includes self appraisal.
 - b. Conducts and summarizes appraisal at the end of every semester.
 - c. Communicates to the appraisee and take appropriate decision.
 - d. Reports the summarized PA result and the decision to the budget center.
2. Budget center
 - a. Checks and files the report.
 - b. Organize the reports and takes appropriate actions.
 - c. Forwards the copy of the report to central HR
3. Central HR
 - a. Updates employee record
 - b. Analyze the reports and take appropriate action.

Human Resource Performance Appraisal Process Flow (Non-Academic)

1. Unit
 - a. Makes ready an online appraisal checklists accessible to appraise and appraisers (Colleagues, immediate supervisor(s), end users) which includes self appraisal.
 - b. Conducts and summarizes appraisal every six months.
 - c. Communicates to the appraisee and takes appropriate decision.
 - d. Reports the summarized PA result and the decision to the budget center.
2. Budget center
 - a. Checks and files the report.
 - b. Organize the reports and takes appropriate actions.
 - c. Forwards the copy of the report to central HR
3. Central HR
 - a. Updates employee record
 - b. Analyze the reports and take appropriate action.

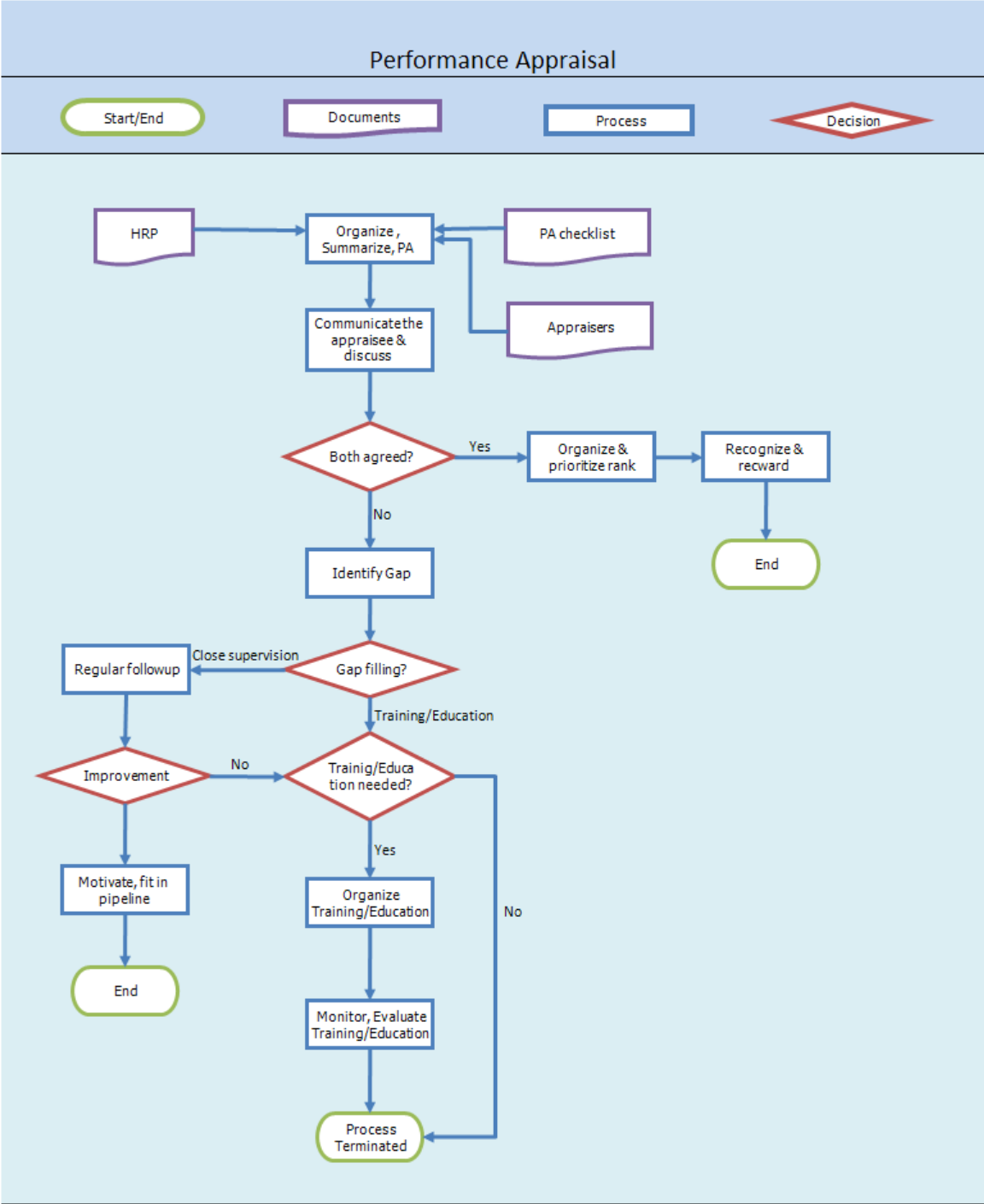


Figure 9. Performance Appraisal

Human Resource Training and Education

Human Resource Training and Education Process Flow (Academic)

1. Unit
 - a. Based on the human resource plan and results of performance appraisal, prepares action plan. (Need assessment, time of implementation, required resources and determines type of training and development).
 - b. Submits to the budget center for budget clearance and implements the short term training if organized by the unit, budget center, or the University.
 - c. Submits to the budget center for budget approval if further education (local or abroad).
 - d. Communicates to the employee about the plan to make necessary preparations.
2. Budget center
 - a. Reviews the training and further education requested by the unit or the individual.
 - b. Approves the request for further education (local or abroad).
 - c. Implements the decision, if the training is local.
 - d. Forwards recommendation to the central HR for further education if abroad.
 - e. Forwards the copy of the decision to central HR
3. Central HR
 - a. Analyze the decision and take appropriate action for further education (abroad).
 - b. Communicates the decision to the budget center for appropriate action.
 - c. Updates employee record.

Human Resource Training and Education Process Flow (Non-Academic)

1. Unit
 - a. Based on the human resource plan and results of performance appraisal, prepares action plan. (Need assessment, time of implementation, required resources and determines type of training and development).
 - b. Submits to the budget center for budget clearance and implements the short term training if organized by the unit, budget center, or the University.
 - c. Submits to the budget center for budget approval if further education (local or abroad).
 - d. Communicates to the employee about the plan to make necessary preparations.
2. Budget center
 - a. Reviews the training and further education requested by the unit or the individual.
 - b. Approves the request for further education (local or abroad).
 - c. Implements the decision, if the training is local.

- d. Forwards recommendation to the central HR for further education if abroad.
- e. Forwards the copy of the decision to central HR

3. Central HR

- a. Analyze the decision and take appropriate action for further education (abroad).
- b. Communicates the decision to the budget center for appropriate action.
- c. Updates employee record.

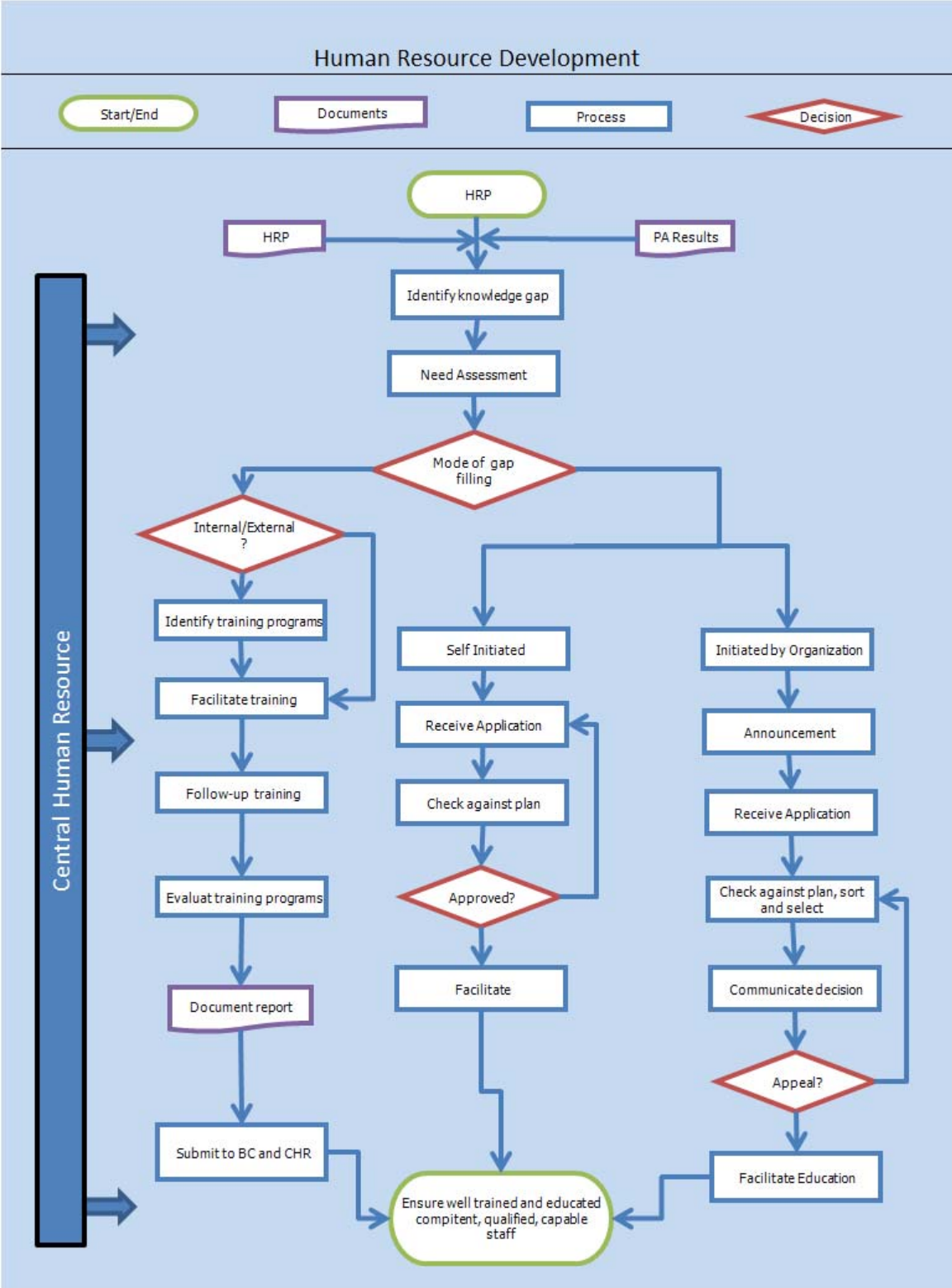


Figure 10. Human Resource Development

4. Compensation, Benefits and Employees' Affairs

It is the policy of the University that an employee's base annual salary is full remuneration for the performance of his/her regular duties. However, the scope of work that is expected of an academic staff includes teaching, research and university/community service where the load is defined at the unit/budget center levels.

The University recognizes, however, that when employees undertake work at times that is distinctly beyond their regular responsibilities, it requires establishment of standards under which an employee performing additional assignments may receive extra compensation or benefits.

This is so, because achievement of goals of an organization is largely accomplished through a compensation system. The new human resource system envisages that central HR reviews and revises the compensation and benefit packages periodically. It also assumes differential pay and gives room for negotiation for identified scarce human resource requirements.

Employees' affairs are also one of the milestones in human resource management which will gear harmony and belongingness to the work situation. The new system is sought to ensure safe, healthy and secured working environment. It also paves the way to having mutual respect among one another recognizing policy issues, diversity and multiculturalism.

Be it as it may, as no one works forever, separation is inevitable. Separation in the new system is companioned only ineffectual membership or individual preference which will be conducted in a smooth and fast way; and with consideration of the separated as an alumni and powerful Ambassador of the University.

Compensation and benefits

Compensation and benefits Process Flow (Academic)

1. Unit
 - a. Based on the human resource plan and the current situation assesses if there is any human resource gap.
 - b. Submits to the budget center for budget clearance.
 - c. assigns additional work load on competition basis.
 - d. Communicates to the employee about the workload to make necessary preparations.
 - e. Reports the case to the budget center.

2. Budget center
 - a. Reviews the assignment made by the unit for additional workload.
 - b. Approves the request for additional workload.
 - f. Forwards the decision to the unit for implementation.
 - g. Effect necessary benefits for the workload based on the standards.

Compensation and benefits Process Flow (Non-Academic)

1. Unit
 - a. Based on the human resource plan and the current situation assesses if there is any human resource gap.
 - b. Submits to the budget center for budget clearance.
 - c. assigns additional work load on competition basis.
 - d. Communicates to the employee about the workload to make necessary preparations.
 - e. Reports the case to the budget center.
2. Budget center
 - a. Reviews the assignment made by the unit for additional workload.
 - b. Approves the request for additional workload.
 - h. Forwards the decision to the unit for implementation.
 - i. Effect necessary benefits for the workload based on the standards.

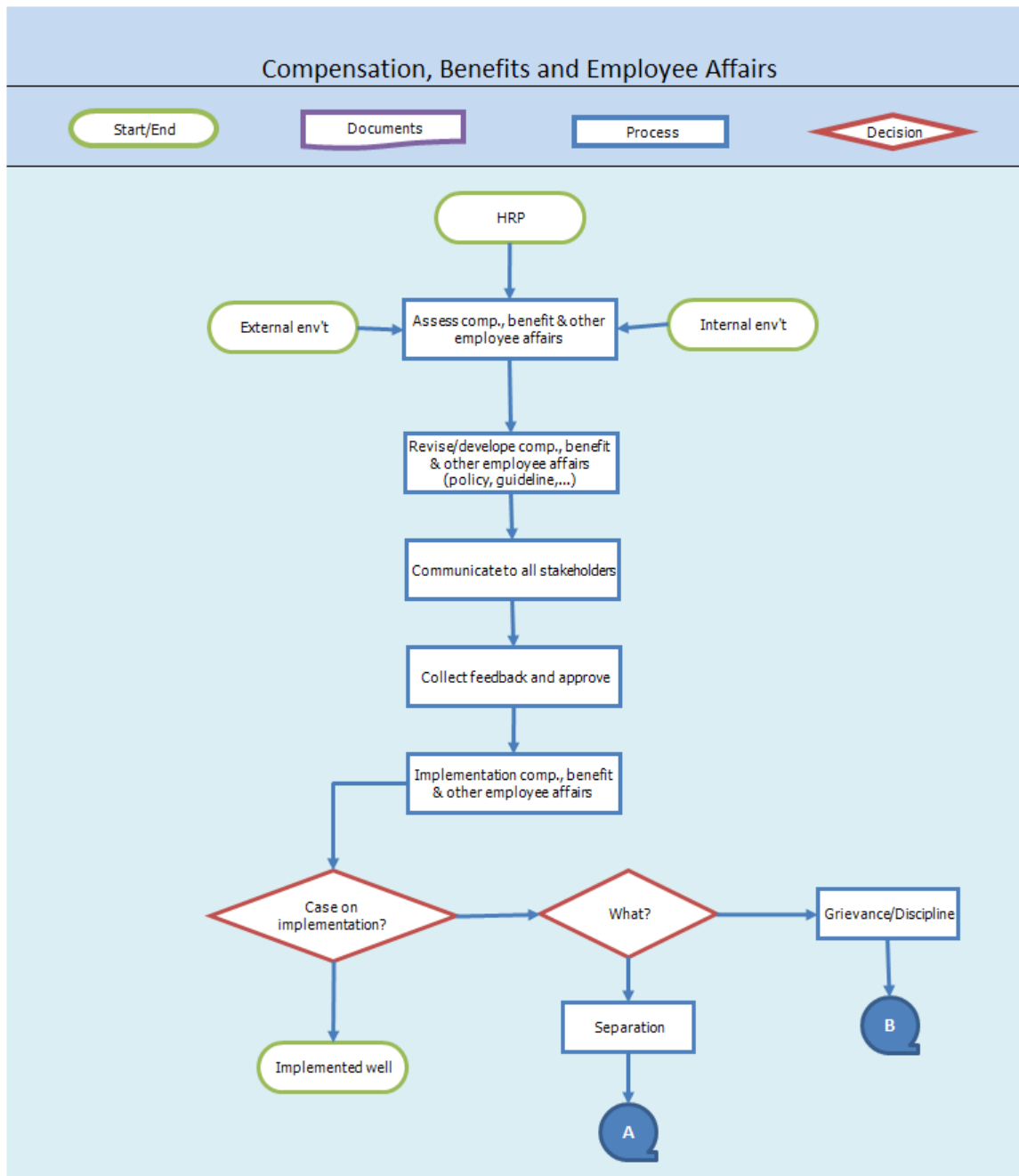


Figure 11. Compensation, Benefits and Employee Affairs

Grievance and Discipline handling

The philosophy of human resource management of the University is assuring grievance free human resource management and filling with ethical, concerned and disciplined human resource. However, for various uncontrolled reasons there may be grievance or failure to keep required discipline which needs an immediate resolution and administration.

II. Grievance handling

Grievance handling Process Flow

1. Unit

- a. Grief, if any, will be submitted by the grieved.
- b. The case will be heard, discussion conducted.
- c. Resolves the case with understanding.
- d. If the case is serious, forwards the case to the concerned body.
- e. Communicates to the grieved about the filled case to make necessary follow-up.
- f. Reports the case to the budget center.

2. Budget center

- a. Reviews the filled grief.
- b. Approaches the grieved.
- c. Decides on the grief.
- d. Forwards the decision to the unit for implementation.
- e. Forwards to the central HR for necessary activities.

3. Central HR

- e. Analyze the decision and take appropriate action.
- f. Updates employee record.

III. Disciplinary case handling

Disciplinary case handling (Academic)

1. Unit

- a. Grief, if any, will be submitted by the grieved.
- b. The case will be heard, discussion conducted.
- c. Resolves the case with understanding.
- d. If the case is serious, forwards the case to the concerned body.
- e. Communicates to the grieved about the filled case to make necessary follow-up.
- f. Reports the case to the budget center.

2. Budget center

- a. Reviews the filled grief.
- b. Approaches the grieved.
- c. Decides on the grief.
- d. Forwards the decision to the unit for implementation.
- e. Forwards to the central HR for necessary activities.

3. Central HR

- a. Analyze the decision and take appropriate action.
- b. Updates employee record.

Disciplinary case handling (Non-Academic)

1. Unit

- a. Grievance, if any, will be submitted by the concerned.
- b. The case will be heard, discussion conducted.
- c. Resolves the case with understanding.
- d. If the case is serious, forwards the case to the concerned body.
- e. Communicates to the grieved about the filled case to make necessary follow-up.
- f. Reports the case to the budget center.

2. Budget center

- a. Reviews the filled grievance.
- b. Approaches the grieved.
- c. Decides on the grievance.
- d. Forwards the decision to the unit for implementation.
- e. Forwards to the central HR for necessary activities.

3. Central HR

- a. Analyze the decision and take appropriate action.
- b. Updates employee record.

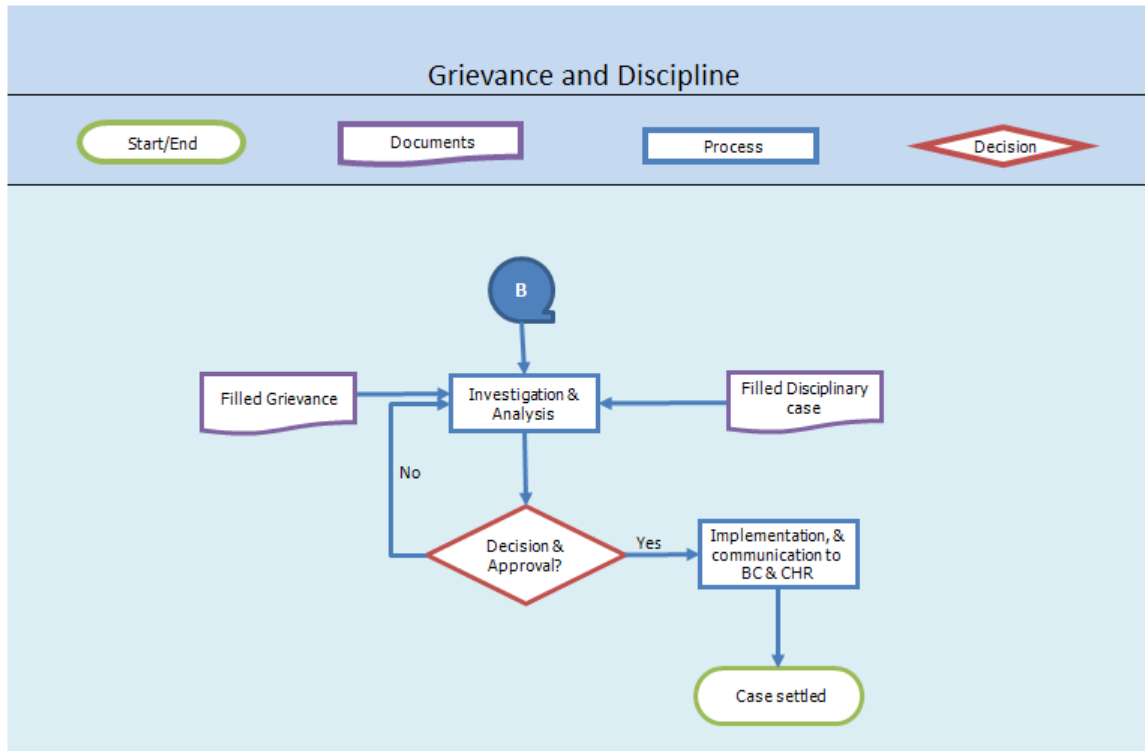


Figure 12. Grievance and Discipline

Separation

Separation is one of the functions in human resource management. When there is separation, either based on organizational decision or an individual's request, it requires that it is performed smoothly. Beside this, however, an employee will not get separated from the organization because mere age limit, as far as found capable and competent.

Separation Process Flow (Academic)

1. Unit

I. Initiated by the organization

- a. Analyzes document, Checks PA, Identifies reason for unsatisfactory performance
- b. Decides on separation
- c. Approves separation
- d. Communicates the decision and hears appeal, if any
- e. Decides on the appeal
- f. Reconsiders, if any

II. Initiated by the individual

- a. Receives request
- b. Analyzes document, Checks PA, Identifies reason for separation

- c. Decides on separation, included lobbying, when essential.
- d. Approves separation
- e. Communicates the decision (to the individual and to all units)

Handover materials and clears the individual.

Report to the budget center, of the separation

2. Budget center

- a. Reviews the decisions made on separation.
- b. Approves the decisions.
- j. Forwards the decision to the unit for implementation.
- k. Receive appeal, if any.
- l. Review and decide on the appeal.
- m. Forward the decision to the central HR

3. Central HR

- a. Analyze the decision and take appropriate action.
- b. Updates employee record employee database.

Separation Process Flow (Non-Academic)

1. Unit

I. Initiated by the organization

- g. Analyzes document, Checks PA, Identifies reason for unsatisfactory performance
- h. Decides on separation
- i. Approves separation
- j. Communicates the decision and hears appeal, if any
- k. Decides on the appeal
- l. Reconsiders, if any

II. Initiated by the individual

- f. Receives request
- g. Analyzes document, Checks PA, Identifies reason for separation
- h. Decides on separation, included lobbying, when essential.
- i. Approves separation
- j. Communicates the decision (to the individual and to all units)

Handover materials and clears the individual.

Report to the budget center, of the separation

2. Budget center

- a. Reviews the decisions made on separation.
- b. Approves the decisions.
- c. Forwards the decision to the unit for implementation.

- d. Receive appeal, if any.
 - e. Review and decide on the appeal.
 - f. Forward the decision to the central HR
3. Central HR
- a. Analyze the decision and take appropriate action.
 - b. Updates employee record employee database.

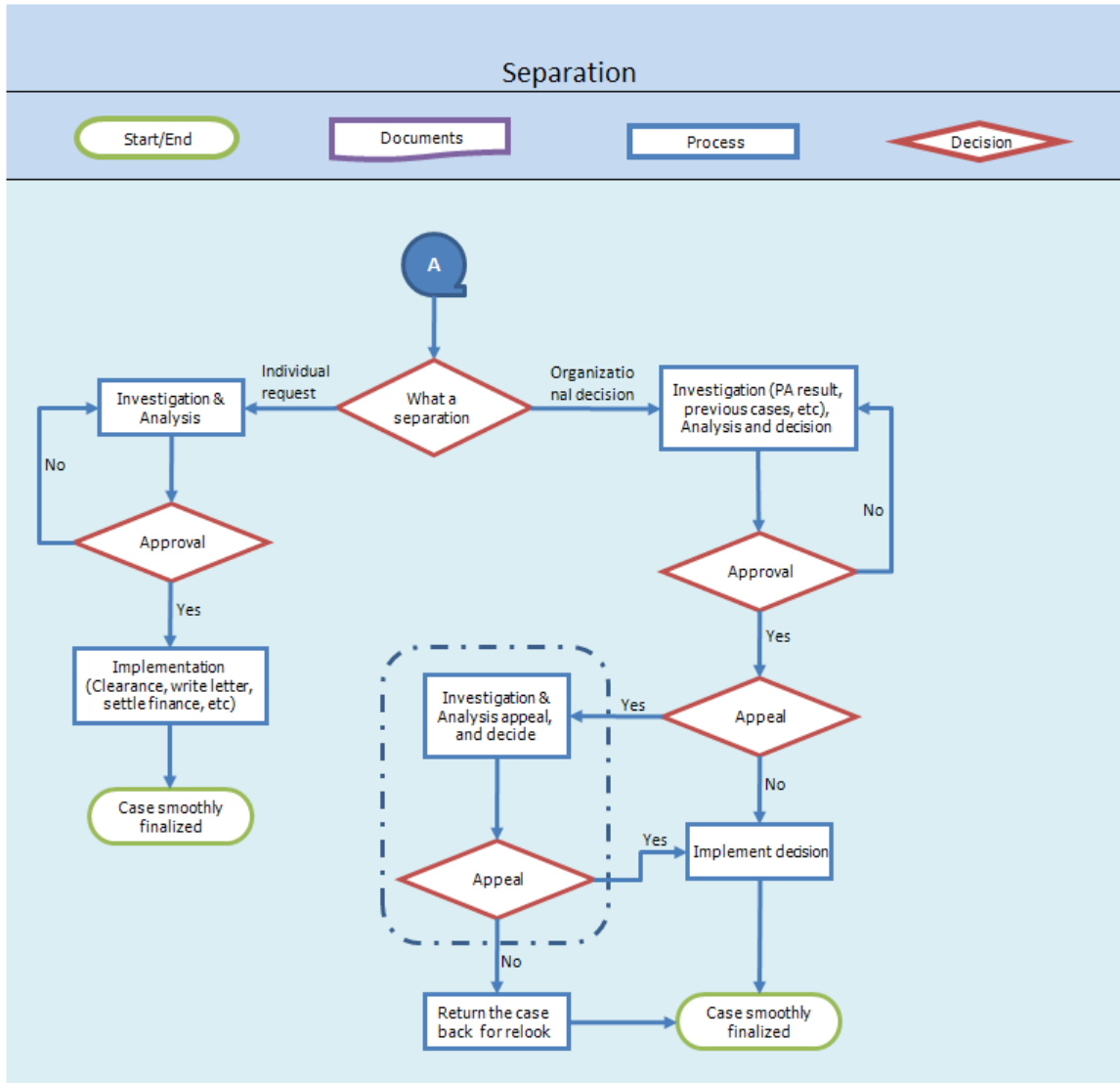


Figure 13. Separation

HR Information Systems

Human resource information system is an organized approach for obtaining relevant and timely information on which to base human resource decisions. It also facilitates storing and retrieving information which can be accessed at a real time to end users. The previous system, which hardly uses modern information technology was characterized by a fragmented human resource management system and disputably disorganized where documents and files could not be accessed easily for decision making purpose. This was not only making it a challenge to the system itself but also triggered for customers to feel on the system as non transparent, full of nepotism, and distrusts sense of belongingness.

The new human resource system is then anticipating to strongly base on modern information technology whereby decisions and other communications can be easily addressed, immediate feedback organized and all policy and directives accessibly put online so that any one can access them for any duty and decision making purpose.

It will also make the human resource management system to be timely, accurate, concise, relevant and complete which will avail necessary information useful for running decisions, human resource planning, and operational activities and development issues of human resource.

HR Information Systems Process Flow

1. Unit

- a. Opens access and receives communication ID/address to the unit and to its employee.
- b. Upload details of the unit.
- c. Update the units, page regularly.
- d. ensures communication to the employee and to other concerned bodies, and perform IT based communication.
- e. Sort received and sent documents
- f. Develop/update files and documents
- g. Store and retrieve documents
- h. Develop database
- i. Assess database
- j. Develop statistics

- k. Analyze human resource
- l. Reorganize and update HRIS (IT activity)

2. Budget center

- a. Opens access and receives communication ID/address to the unit and to its employee.
- b. Upload details of the unit.
- c. Update the units, page regularly.
- d. ensures communication to the employee and to other concerned bodies, and perform IT based communication.
- e. Sort received and sent documents
- f. Develop/update files and documents
- g. Store and retrieve documents
- h. Develop database
- i. Assess database
- j. Develop statistics
- k. Analyze human resource
- l. Reorganize and update HRIS (IT activity)

3. Central HR

- a. Opens access and receives communication ID/address to the unit and to its employee.
- b. Upload details of the unit.
- c. Update the units, page regularly.
- d. ensures communication to the employee and to other concerned bodies, and perform IT based communication.
- e. Sort received and sent documents
- f. Develop/update files and documents
- g. Store and retrieve documents
- h. Develop database
- i. Assess database
- j. Develop statistics
- k. Analyze human resource
- l. Reorganize and update HRIS (IT activity)