

HUMANE

Heads of University Management & Administration Network in Europe

SEMINAR

Université des Sciences et Technologies de Lille 1 (USTL)

Friday 14th to Saturday 15th November 2003

Human Resource Management

Abstracts

Goals and Practices of Mutualisation in HRM – A presentation of the French universities landscape.

Guy le Vaillant, Department Director, Agence de Mutualisation des Universities et Etablissements (A.M.U.E) (FR)

Some words about A.M.U.E

- Reason for being
- Assignments
- Evolution and practices

Human Resource Management

1. HARPEGE: a software to structure and accompany the universities in HRM
2. Politics and processes of HRM in establishments
 - An inventory of fixtures in French universities
 - Different and common works about: reception and integration of newcomers, system of reference in jobs, descriptive appointments, professionals or evaluation meetings and supports, social assessment.
 - A beginning for a forward-looking management of employment and abilities.

Human Resource Management

Prof. Pierre Louart, Director Institut d'Administration des Entreprises de Lille (FR)

The presentation will discuss three current issues of HRM:

- the management of competences
- the management of commitments
- the cooperation between the different generations in a world where individualism tends to decrease the influence of the communities of work.

I will take as an example of application the French interrogations on the evolution of the statute of the professors in the universities. Which contract for which effectiveness?

Focus on Our People

Ines Fabbro, Università degli Studi di Bologna (IT)

Competences Mapping – Coaching and Change Management

Two success stories at the University of Bologna

The changing perspectives of the market labour in Public Administration have determined a strong need to give more and more relevance to the human capital of our University.

Special projects are being carried on that aim at underlining the importance of the different professional families and at promoting alignment between personal attitudes and organisational roles.

In complete agreement with HR trends all over the world, we are now focusing on “what people can do” and , above all, on “how people can be” rather than on what they know, or must know.

Through the presentation of these two innovative projects we mean to share a day-by-day experience which is considered as a strength of the People Strategy at the University of Bologna.

Staff Development Program at the Universität Mannheim,

Anke Rigbers, Group Leader New Public Management and Controlling, Ministerium für Wissenschaft, Forschung und Kunst Baden-Württemberg (DE)

In 2001 the University of Mannheim has started a project on personnel development, sponsored by the VolkswagenStiftung for about three years. The project forms an important part of a process of reforms since the beginning of the 90s; these have led

to enormous changes in the academic domains of teaching and research as well as in administrative and organizational issues. Thus the project plays an important role for the completion of many of these reforms.

The objectives of the project on personnel development were

- to strengthen the self-responsibility of the (administrative) staff at all levels and in most domains and
- to establish the basis of a modern personnel management.

The project is realized - up to now - through three sub-projects:

- Student Service Center
- Faculty management – Dean's Offices
- Central Administration

The project started in each sub-project with an analysis of the business processes, defined improvements (infrastructure, organization of work, working methods, training) and realized then an investigation on the professional, methodical and interpersonal training needs. The next step was the redesign and extension of the training program, offered to the administrative staff. Moreover, special measures of personnel development are realised in the sub-projects.

The involvement of the academic staff is one of the next steps.

The presentation is about the experiences made, i.e. the lessons learned:

- Personnel development (as Human Resource Management made made) is an indispensable element of the modernisation of universities, but exposed to several restrictions (legislation on civil service, payment regulations, budget reduction).
- Personnel development (as Human Resource Management) is a middle to long-term project and has to be integrated in the overall organizational development. Instruments of personnel development have to be introduced step by step and should connect to the actual situation.
- There are several prerequisites of successful and sustainable personnel development
 - it needs an enduring commitment of the members of the rectorship
 - it needs (active) participation of the staff members
 - it needs continuation of the operating team, which is responsible for personnel development.

Valuing our Staff

Malcolm Winton, University of Salford, UK

Salford is a middle-ranked University of some 18000 students (covering a broad range of disciplines) and employing 2500 staff. It is located in the inner-city area of the Manchester conurbation. This area has three other major universities and there are seven other higher education institutions within a 50km distance. Manchester is also a major commercial and business centre with high employment levels. University salaries are not high and the University has to work hard both to recruit and retain good quality academic and support staff.

A common feature of academic life is that such staff are often more committed to their discipline than they are to the particular institution that employs them. How can a University ensure that staff remain motivated and committed to their institution? Staff development and management systems designed to support and encourage staff are vital.

The University of Salford has devoted considerable time and effort over the past two years to improving its internal communications – or put another way, how managers get the right messages over to staff and how staff can feel involved in the work of the institution. As part of this project, external consultants were engaged to conduct a survey of staff perceptions of the University's culture and its approach to communications. This explored issues such as:

Job satisfaction

Motivation of staff

University culture

Downward, upward, lateral communications

Views of management

Suggestions for improvements.

The session will outline the results of the survey, set these in a wider context, and describe the steps the University is now taking to address the issues raised. One element of our approach is the adoption of the standards on management processes and staff development set out in the national framework, "Investors in People". The session will summarise the features of this scheme.