



HR STRATEGY 2009-2012

0.- INTRODUCTION:

Since some years ago, the Human Resources area of the University of Seville has strongly believed that HR is the most important strategic asset the organization has. Without affecting the main functions of staff administration, they have moved to a strategic management, in parallel with the implementation of the excellence model EFQM throughout the university, which has become the main incentive for the organization to achieve its strategic objectives.

This development has not been improvised but has been the result of serious reflection within the area, at the same time as certain advance programs (PCASUS, PREHU) have been implemented, the postulates of the excellence model EFQM have been undertaken and a university strategic plan has been developed. In this regard, the area has received external recognition with the Stamp of Excellence 200+ awarded by the Club de Excelencia en Gestión.

The final result of this philosophy is the formulation of a strategic planning for the quadrennium 2009-2012, which is presented in this document. The main action lines that have been followed in order to summarize the strategy of the HR area for the next four years have been the following:

1. 1. Promoting a participative leadership taking in consideration the opinion of every member of the area.
2. 2. Clear policy of spreading and publishing (conferences, web)
3. 3. Using and reconsidering all that has been previously done on this subject.
4. 4. Training on the excellence model EFQM.
5. 5. Appointing their own resources so they assume responsibility for documenting the plan.
6. 6. Alienating the planning of the area to the overall university strategy.
7. 7. Understanding that getting from mission to vision is to be done by planning and not by improvising.
8. 8. Assessing vision by dividing it in elements with objectives to achieve.
9. 9. Considering values as action guides for people and ideological basis for achieving objectives.
10. 10. Computerizing in order to monitor and execute future plans.



HR STRATEGIC MAP

LINES	OBJECTIVES	ACTIONS
A modern and renewed university	Guarantee the quality and innovation of technical means during the action process.	Establish quality commitments with users by making Service Charters.
		Perform structural and management changes needed in order to ensure the best service by establishing a management by processes.
		Fully develop and implement a system of management by competences.
		Establish periodic assessment processes for the services provided in connection with the users and collaborators' expectations and needs.
	Implement eGovernment at the university.	Implement eGovernment in the HR area.
		Establish actions so the users can access the administration management, information and services helped by new technology.
Ensure quality and innovation of the university performances.	Increase the decentralization of resources by campus.	
	Evaluate the efficiency of the learning plans analyzing in particular the training transfer to the workplace.	

LINES	OBJECTIVES	ACTIONS
A university integrated in its context	Build new alliances with companies and public institutions as well as consolidating the existing ones.	Build alliances of exchange and cooperation with regard to quality and management with other universities and public administration, and measure their efficiency.

LINES	OBJECTIVES	ACTIONS
A supportive and environmentally friendly university	Support intercultural integration.	Improve ASS training on foreign student service.
		Promote environmental sustainability
	Promote environmental sustainability	Promote that the ASS taking part of the processes of service and research laboratories commit themselves on issues such as hygiene, occupational safety and environment.
		Establish strategies to make the ASS aware of the need of using consumables rationally and waste management.
	Establish strategies to make ASS aware of the need of using energy rationally.	

LINES	OBJECTIVES	ACTIONS
Human Resources committed with the strategic objectives of the university	Increase involvement and accountability.	Promote a participative leadership.
		Establish systems in order to acknowledge and receive professional incentives.



	<i>Optimize personnel planning.</i>	<i>Implement systems that provide internal consistency among the main processes in the HR area in connection with the general objectives of the organization.</i>
		<i>Improve personnel professionalism.</i>
		<i>Develop analysis tools of personnel measurement.</i>
	<i>Increase satisfaction levels of users and staff of the HR area.</i>	<i>Identify and systematically review the aspects most valued by clients-governing bodies, university community, ASS and TRS personnel affecting directly their satisfaction level.</i>
		<i>Establish mechanisms for monitoring the performance of the organizational unit so the client service effectiveness can be measured.</i>
<i>Increase the satisfaction level of the HR area staff in order to achieve the strategic objectives.</i>		
<i>Promote gender equality.</i>	<i>Establish mechanisms in order to achieve gender parity.</i>	

The general objectives that the human resources area is trying to achieve by executing this strategic plan are:

- Provide us with an action guide that allows us to continue improving the strategic management of people.
- Develop the University Strategic Plan following the aspects requested by the “Functional Plan: Human Resources” deriving from it.
- Fully develop our Vision.



I.- BASIC INFORMATION:

The basic information used in this work has been extracted from the documentation generated in the following projects:

- **QUALITY AND CONTINUOUS IMPROVEMENT PLAN OF THE ADMINISTRATION AND SERVICES OF THE UNIVERSITY OF SEVILLE (PCASUS) (2005)**

ADMINISTRATION AND SERVICES MISION

The administration and services of the University of Seville efficiently and effectively manage, administer and provide with services in the heart of the university by their professionals so that the university, as an entity at the service of society, achieves its strategic objectives and is consolidated as a reference in the university context.

ADMINISTRATION AND SERVICES VISION

The administration and services of the University of Seville are known by their members' professionalism, level of ethical commitment with the institution and contribution to society. The history of the institution is combined with the new needs of its environment. It is remarkable for its active participation in continuous improvement processes and its ambition for self-improvement, which makes it known in the international university context as a quality brand.

- **HR IMPROVEMENT PLAN (PREHU) (2006)**

HR AREA MISION

Develop comprehensive planning and management of human resources within the context of reference established by the strategic guidelines of the University of Seville, trying to satisfy internal and external clients in order to assure excellent service to society.

HR AREA VISION

The Human Resources area is known by their members' professionalism, level of ethical commitment with the institution and



contribution to society, active participation in continuous improvement processes and ambition for self-improvement, which makes the staff being satisfied, motivated and implicated to provide an excellent service to society.

HR AREA VALUES

*Public service
Internal customer orientation
Equity
Helping others
Ethics
Team spirit
Professionalism
Respect to people
Respect to the environment
Continuous learning attitude
Quality commitment*

- **IMPROVEMENT ACTIONS AS A RESULT OF THE HR SELF-ASSESSMENT (2007)**
- **FUNCTIONAL PLAN: HUMAN RESOURCES (DERIVING FROM THE UNIVERSITY STRATEGIC PLAN) (2008)**



II. BASIC STRATEGIC STRUCTURE

The different documents used as basis for the preparation of the strategic plan contain different structures as shown in the tables below. This involves an additional difficulty when trying to summarize the contents. Therefore, a final unified format has been applied for the Human Resources strategic plan using as model the one applied by the University Strategic Plan.

- Strategic Lines
- Strategic Objectives
- Strategic Actions

BASIS	STRATEGIC LINES	OBJECTIVES	ACTIONS
PCASUS	<i>Objective 1: Increase client satisfaction by increasing the result level in services.</i>	<i>E1: Establish periodic assessment processes for the services provided in connection with the clients' expectations and needs. Assess the cost of the services by establishing plans with the purpose of improving them.</i>	
		<i>E2: Establish quality commitments with clients</i>	
	<i>Objective 2: Promote a cultural change to a new management style: participative management and management by processes.</i>	<i>E3: Establish a management by processes.</i>	
		<i>E4: Promote the management style of participative leadership.</i>	
	<i>Objective 3: Establish a Human Resources system in order to increase job satisfaction and achieve the objectives of the Plan.</i>	<i>E5: Implement systems that provide internal consistency among the main processes of administration and staff management in connection with the general objectives of the organization.</i>	
		<i>E6: Establish systems in order to acknowledge and receive professional incentives.</i>	
	<i>Objective 4: Improve the internal and external communication helped by eGovernment.</i>	<i>E7: Establish actions so the information concerning the administration and services can be accessed helped by new technology.</i>	



BASIS	STRATEGIC LINES	OBJECTIVES	ACTIONS
PREHU	E1: Identify and systematically review the aspects most valued by clients-governing bodies, university community, ASS and TRS personnel affecting directly their satisfaction level.		
	E2: Establish mechanisms for monitoring the performance of the organizational unit so the client service effectiveness can be measured.		
	E3: Improve the communication with internal and external clients using new technology.		A1: Promote the use of e-mail and Internet as a mean of communication, favouring training for those who do not know how to use these tools.
			A2: Promote training courses in the syllabus on office automation tools and in the computing staff program..
			A3: Create a working team for studying and implementing new virtual secretariat services: <ul style="list-style-type: none"> • Attendance and leave control • Access to staff training records • Access to all information of the staff administrative file • Electronic publication board
			A4: Create a working team to promote: <ul style="list-style-type: none"> • the use of digital signature • the implementation of eGovernment • the planning of a course on eGovernment for the people responsible for services
E4: Establish and apply a methodology designed to identify, plan and document the processes of each organizational unit, especially those considered essential for achieving the policy and strategy.		A1: Create a general working team made up of members from all units to take decisions on the documentation to use: <ul style="list-style-type: none"> • Process mapping model • Process recording model • Diagramming model (symbols) 	
A2: Create a working team in each unit for the following tasks: <ul style="list-style-type: none"> • Process inventory • Completing process records • Process diagramming 			

		<p>A3: Create a user manual for using the process system including the following attachments: process maps, process records, diagrams</p> <p>A4: Create a database including the process records in order to insert future measurements.</p> <p>A5: Promote training on:</p> <ul style="list-style-type: none"> • General theory of processes EFQM • IT applications supporting process diagramming
E5: Evaluate the efficiency of the learning plans analyzing in particular training transfer to the workplace and draw up a new plan to face the new challenges requested by PCASUS and society.		<p>A1: Design a participative process to identify the learning needs of the ASS and to know, via surveys and interviews, the opinion of a high number of staff members and those responsible for services, units and centres.</p> <p>A2: Draw up a multiannual learning plan in accordance with the PCASUS objectives and the HR Improvement Plan.</p> <p>A3: Assess the satisfaction of the participants in the training actions.</p> <p>A4: Assess the knowledge and skills acquired by participants in the training actions.</p> <p>A5: Design and implement an assessment procedure for training transfer to the workplace.</p>
E6: Establish incentive systems related to the quality of the service and to the recognition of the administration and service staff contribution, in order to maintain their level of commitment for continuous improvement.		
E7: Increase the satisfaction level of the HR area staff in order to achieve the objectives of this plan.		



BASIS	STRATEGIC LINES	OBJECTIVES	ACTIONS	
FUNCTIONAL PLAN HUMAN RESOURCES	Strategic line 4: A modern and renewed university	Objective 1: Guarantee the quality and innovation of technical means during the action process.	Action 3: Establish quality commitments with users by making Service Charters.	
			Action 8: Perform structural and management changes needed in order to ensure the best service by establishing a management by processes.	
			Action 9: Fully develop and implement a system of management by competences.	
			Action 10: Establish periodic assessment processes for the services provided in connection with the users and collaborators' expectations and needs.	
	Strategic line 5: A university integrated in its context	Objective 3: Implement eGovernment at the university.	Action 4: Develop a site based on a workflow system:	
			Action 6: Managing change.	
			Action 9: Establish actions so the users can access the administration management, information and services helped by new technology.	
	Strategic line 6: A supportive and environmentally friendly university	Objective 4: Ensure quality and innovation of the university performances.	Action 11: Increase the decentralization of resources by campus.	
			Objective 3: Build new alliances with companies and public institutions as well as consolidating the existing ones.	Action 4: Build alliances of exchange and cooperation with regard to quality and management with other universities and public administration, and measure their efficiency.
				Action 4: Improve ASS training on foreign student service.
Objective 2: Support intercultural integration.			Action 7: Promote that the ASS taking part of the processes of service and research laboratories commit themselves on issues such as hygiene, occupational safety and environment.	
			Action 8: Establish strategies to make ASS aware of the need of using consumables rationally and waste management.	
Objective 4: Promote environmental sustainability	Action 9: Establish strategies to make ASS aware of the need of using energy rationally.			



III.- HR AREA STRATEGIC PLAN 2009-2012:

This strategic plan contains, therefore, all the strategic proposals included in the basic documents, which are classified by the following categories:

- The strategic lines of the “Functional Plan: Human Resources”
- A specific strategic line for the HR area (no. 4)

In short, the basic structure of our strategic plan for 2009-2012 is made of four strategic lines that correspond to the strategic lines of the strategic plan ordered by the university to the HR department via the Functional Plan, plus a specific line of the HR area:

- Strategic line no. 1 / US SL no. 4: **A modern and renewed university**
- Strategic line no. 2 / US SL no. 5: **A university integrated in its context**
- Strategic line no. 3 / US SL no. 6: A supportive and environmentally friendly university
- Strategic line 4: **Human Resources committed with the strategic objectives of the university**

The detailed breakdown of these strategic lines with their corresponding strategic objects and their strategic actions is included in the STRATEGIC MAP in pages 2 and 3.

IV. – APPROACH THE VISION:

The definition of our Vision is divided in five basic aspects: Professionalism, commitment, encouraging continuous improvement, development of people: increase of competence disparity and social responsibility.

These basic concepts are related to strategic objectives and actions. Every strategic action has objectives to fulfil in year 2012 according to the plan. This way, depending on the achievements of the different objectives, it is possible to measure the general scope of our vision for the defined period.



Vision element	PROFESSIONALISM	
	OBJECTIVES	ACTIONS
Guarantee the quality and innovation of technical means during the action process.	Perform structural and management changes needed in order to ensure the best service by establishing a management by processes.	100% Process maps and Manuals 100% documented area processes and at least three measured cycles.
Implement eGovernment at the university.	Implement eGovernment in the HR area.	100% area telematic process included in implemented catalogues.
	Establish actions so the users can access the administration management, information and services helped by new technology.	80% of the HR information concerning the external user available on Internet.
Increase involvement and accountability.	Promote a participative leadership.	Results of satisfaction surveys (leadership, responsibility, autonomy items). Leadership competence assessment of 100% of responsible people.
Optimize personnel planning.	Improve personnel professionalism.	Go beyond the average of Andalusian universities in A/I and B/II groups.

Vision element	COMMITMENT	
	OBJECTIVES	ACTIONS
Guarantee the quality and innovation of technical means during the action process.	Establish quality commitments with users by making Service Charters.	Service Charters in all units 100% of HR service charter commitments fulfilled.
	Establish periodic assessment processes for the services provided in connection with the users and collaborators' expectations and needs.	ISG > 2.5 EFQM assessment of the units every third year
Increase involvement and accountability.	Establish systems in order to acknowledge and receive professional incentives.	> 50% of units reach the 4th phase of the CPMCS (productivity and service quality awards) Periodic announcements of awards on service quality.
Increase satisfaction levels of users and staff of the HR area.	Increase the satisfaction level of the HR area staff in order to achieve the strategic objectives.	Atmosphere survey: ISG > 2.5 / 4 Client satisfaction surveys > 2.5 / 4

¹ On a scale of 0 to 4



Vision element	ENCOURAGING CONTINUOUS IMPROVEMENT	
OBJECTIVES	ACTIONS	OBJECTIVES FOR 2012
Build new alliances with companies and public institutions as well as consolidating the existing ones.	Build alliances of exchange and cooperation with regard to quality and management with other universities and public administration, and measure their efficiency.	> 40 points sub criterion 4a external assessment EFQM
Optimize personnel planning.	Implement systems that provide internal consistency among the main processes in the HR area in connection with the general objectives of the organization.	
Increase satisfaction levels of users and staff of the HR area.	Identify and systematically review the aspects most valued by clients-governing bodies, university community, ASS and TRS personnel affecting directly their satisfaction level.	Quality maps in every survey: 80% overcoming 2.5 most valued items
	Establish mechanisms for monitoring the performance of the organizational unit so the client service effectiveness can be measured.	<ul style="list-style-type: none"> > 40 points sub criterion 5e external assessment EFQM 2.5 periodic surveys (new item)
Ensure quality and innovation of the university performances.	Increase the decentralization of resources by campus.	> % staff in decentralized services
	Evaluate the efficiency of the learning plans analyzing in particular the training transfer to the workplace.	> 80% positive results assessing transfer

Vision element	DEVELOPMENT OF PEOPLE: INCREASE OF THE LEVEL OF COMPETENCE	
OBJECTIVES	ACTIONS	OBJECTIVES FOR 2012
Guarantee the quality and innovation of technical means during the action process.	Fully develop and implement a system of management by competences.	Preparation of 100% of the catalogue of competences
		Assessment of competences of 100% of the staff
		Plans for development of competences of 60% of the staff
Support intercultural integration.	Improve ASS training on foreign student service.	>40% of the area with level I of English
Optimize personnel planning.	Develop analysis tools of personnel measurement.	> 80% studies on workflow and assessment of the workplaces of the units



Vision element	SOCIAL RESPONSIBILITY	
OBJECTIVES	ACTIONS	OBJECTIVES
Promote environmental sustainability	Promote that the ASS taking part of the processes of service and research laboratories commit themselves on issues such as hygiene, occupational safety and environment.	Comprehensive ISO certification: quality, safety and hygiene and environment.
	Establish strategies to make ASS aware of the need of using consumables rationally and waste management.	100% waste managed 3 training and orientation actions
	Establish strategies to make ASS aware of the need of using energy rationally.	<ul style="list-style-type: none"> • > 40 points sub criterion 8b external assessment EFQM • Reduction of 25% in costs of consumables.
Promote gender equality.	Establish mechanisms in order to achieve gender parity.	Increase the presence of women 60% at ASS and 40% at TRS Women of group A ASS > 50 %

V.- COMPUTERIZATION

The HR Strategic Plan has been integrated in the web platform Icasus. This platform allows the implementation of changes in the different strategic actions that are automatically related to the objectives and strategic lines on which they depend. Other possibilities of this computerization are:

- Print and list the whole strategic plan.
- Convert to PDF the lists so they can be sent via e-mail.
- Design automatically different types of reports.
- Use the same schema for future strategic plans.
- Clone the schema so it can be used by other university units.
- Link strategic actions with the operating part: process and indicators.