Human Resource Management in Public Universities in Jordan

Prepared
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Jordan HE Sector In Brief

JORDAN HIGHER EDUCATION GOVERNNING FRAMEWORK
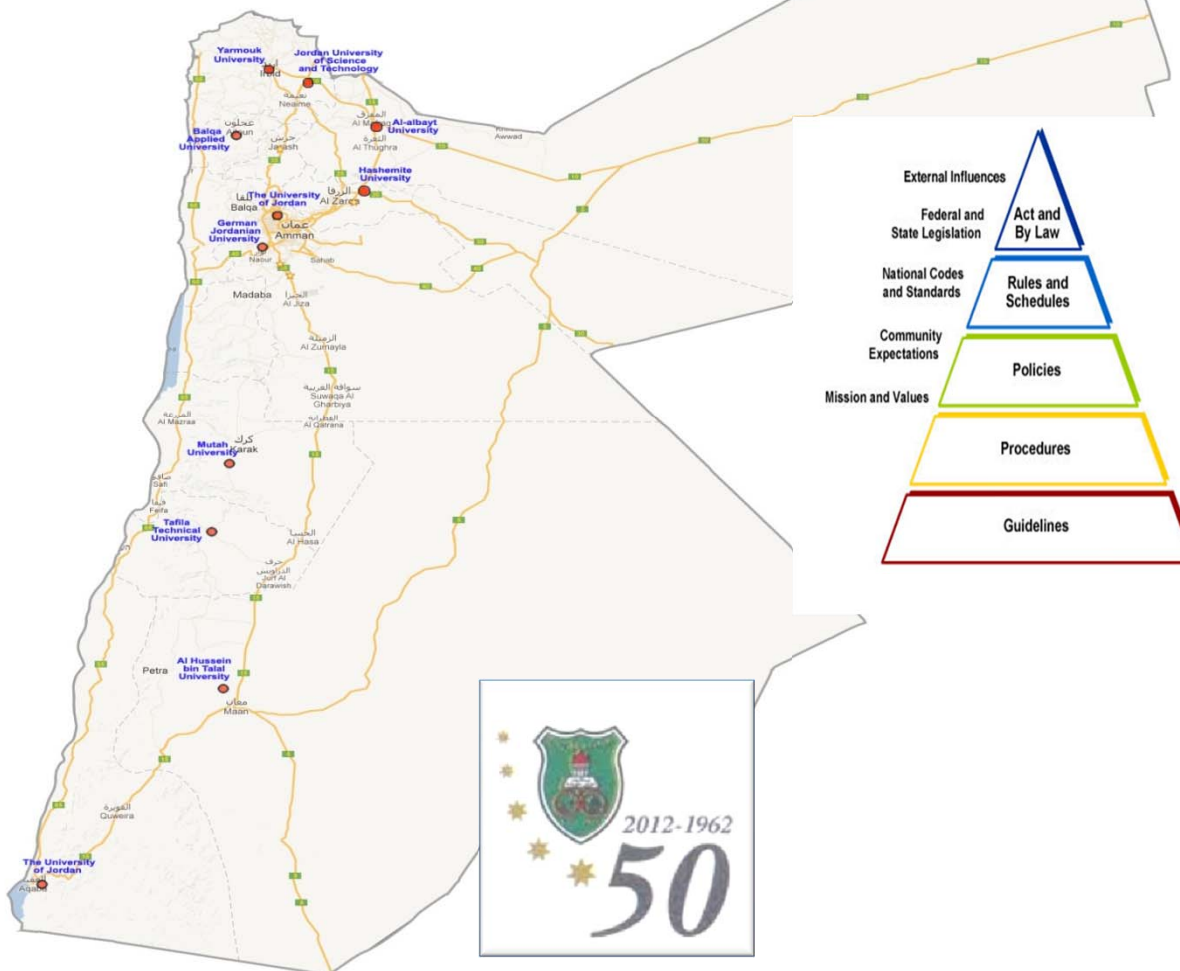
Population:	**6.5 Million**
Area :	**93 000 Sq. Km**
Public Universities :	**10**
Private Universities :	**20**
University Students :	**300 000**
Faculty Members :	**10,000**
Administrative and Technical Staff :	**25 000**

External Influences — Federal and State Legislation — **Act and By Law**

National Codes and Standards — **Rules and Schedules**

Community Expectations — **Policies**

Mission and Values — **Procedures**

Guidelines

- Law No. (23) of 2009 and its Amendments Higher Education and Scientific Research Law
- Law No. (20) of 2009 and its Amendments Jordanian Universities Law
- Law No. (20) of 2007 Higher Education Accreditation Commission
- Each public University has its own law

2012-1962
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Management and Policy Making Bodies
### Organizational Structure Policy

The Cabinet
Higher Education Council
Higher Education
Accreditation Commission
Board of Trustees
University Council
Deans Council
College Council
Center Council
Deanship Council
Departmental Council
The Councils are supported by various committees

University Organizational Structure

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Human Resources Department at a University : Structure and Responsibilities

- To propose, implement, and develop policies, regulations and plans.

- To propose, implement and develop policies relating to human resources planning.

- To prepare and develop plans and programs of job advancement with the aim of lowering staff turnover and attracting qualified personnel.

- To prepare and upgrade job descriptions.

- To implement and activate periodical performance evaluation of university staff.
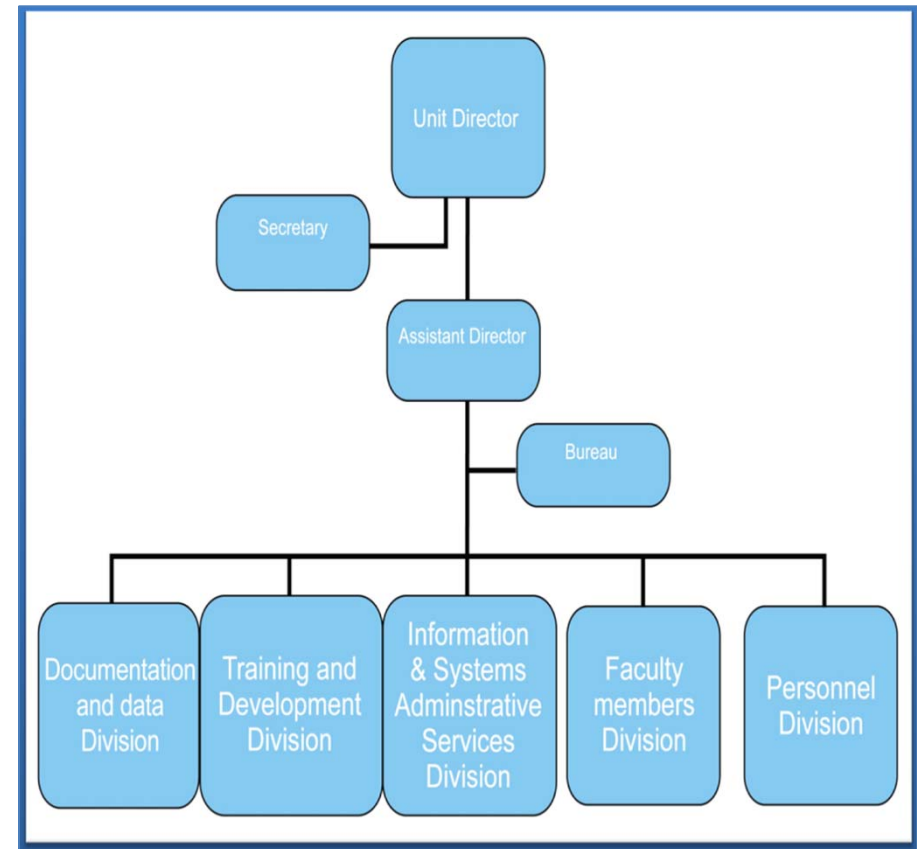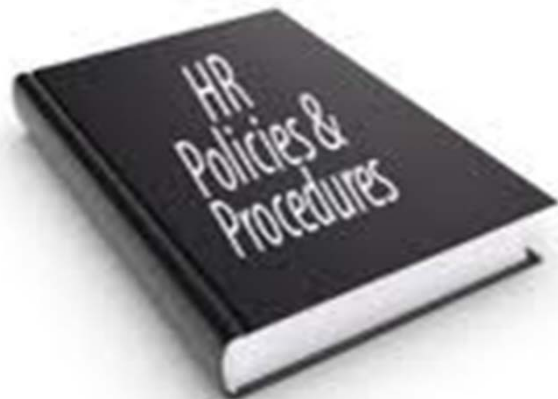
HRM Policies

Human recourses at the university divided to:

Faculty Members (Academic Staff)

Administrative Staff

Technical (non-academic) Staff

For each category the university has set of policies.

- Recruitment
- Selection of Upper Academic and Non-Academic Administrators
- Appointment and joint appointment
- Promotion
- Tenure
- Teaching Load
- Leaves and Secondment
- Conduct
- Medical and life Insurance
- Housing
- Vacation
- Supervision
- Participation in Conferences Travel
- End of service
- Salaries

HRM: Good Practices

Designing integrated human-resources systems at the university level is one of the most powerful ways to ensure the creation of value for all stakeholders.

In todays competitive environment, high-performing universities have learned how to deploy human- resources (HR) practices to enhance competitive advantage.

The five categories of best practices are:
1. leader development,
2. training and knowledge building
3. staff empowerment,
4. staff recognition, and
5. cost management

Good practice
HRM: Sabbatical Leave Policy

- ✓ A sabbatical is granted to members of a faculty as a recognition of notable service through teaching and scholarly contributions and as an aid and inspiration to further achievements.

- ✓ Sabbaticals are intended to provide faculty members with opportunities for scholarly development and contacts which will contribute to their professional effectiveness and to the value of their later service to the university.

- ✓ A sabbatical may involve absence for an academic year at full salary or for a semester at full salary.

- ✓ Faculty member is eligible for return tickets for himself and for his family.
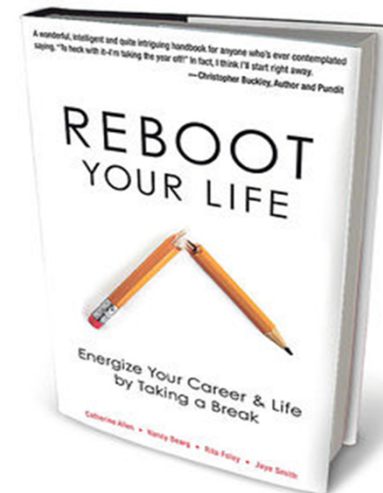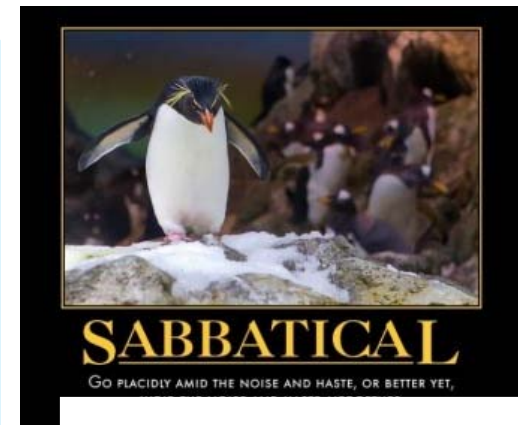
Good practice
HRM: End of Service Gratitude Policy

- Faculty members and other staff members are eligible at the end of their service to gratitude.

- The gratitude is calculated as follows:
  - ✓ One month total salary for each year of the first five years of service
  - ✓ One and half month salary for each year of the second five years (6-10) of service.
  - ✓ Two month salary for each year the third five years (11-15) of service
  - ✓ Three moths salary for each year of service after the 15th year of service.

THANK YOU FOR YOUR CONTRIBUTIONS

Good practices
HRM: Social Security Policy

- University academic and non academic are obliged to join the national social security scheme in accordance with law.

- The staff member pays 5.5% of his monthly salary and the university pays 11%.

- At the age 60 (men) or age 55(women) with at least 15 years of coverage, the staff members is eligible for a social security salary in addition to his university salary.

- The social security salary may reach 75% of his total university salary

YOUR ARE ELIGIBLE

Good practice
HRM: Benefits Policy for staff dependents

- Medical insurance at special rates (parents, spouse, kids……)

- Admission in the highly competitive specializations (Medicine, Dentistry, Pharmacy, Engineering,…..) at half fee.

- dependents enrolled in university with good achievement or above his fee is totally covered by the university.

- The ex staff member who served ten years or more is eligible to the above benefits.

Priority

HRM: Brain Gain Supporting Policies

HR Policies supporting brain gain and reducing brain drain include:

- Academic Freedom
- Organizational Structure
- Admission and Enrolment
- Sabbatical Leave
- Social Security
- Feeding hours policy

- End of Service Gratitude
- Housing Fund
- Medical and Life Insurance
- Annual Vacation
- Nursery
- Maternity leave
- Schooling
- Saving Fund
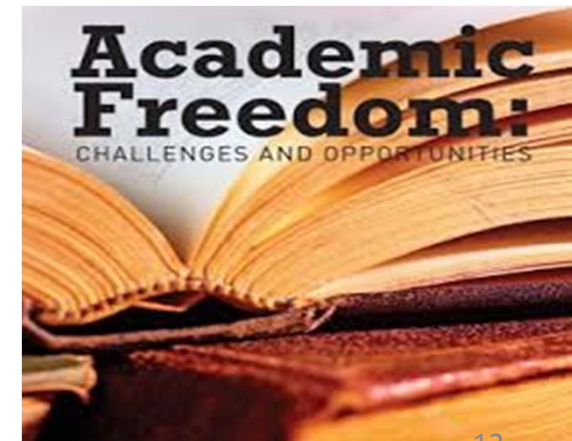
HRM and Training Policies

- The training programs and the workshops are mainly developed for the academic staff only by the dedicated centres.

- The personal at the HR Unit are not properly qualified and trained to develop or to select or to design proper training programs and workshops.

- The HR Units are not geared towards structuring career path for the individual non-academic staff member.

- The decision making process is not ready to lend a hand.

- **The Staff of the HR unit should be highly specialized and professionally trained**

Training & Development Focus

- Training and Development
- Coaching and Facilitating Performance
- Measuring Results and Connecting Accountability
- Assessment of Needs, Challenges and Opportunities
- Designing an Action Plan

HRM: Faculty and Staff Training

- Formal training programmes for the faculty members were developed within the first phase of the HE reform project.

- The training aims to enhance :

  - Teaching and learning

  - Research proposal writing

  - Quality assurance and Assessment

  - IT skills

  - Evaluation and assessment

- The non academic staff has received formal training for the ICDL. Only

- The outcomes of the previous training programs where below expectations due to attitude problems.

In general the Univ. has no formal administrative awareness programme for the newly appointed administrators including: the BOT members, presidents , vices, deans, heads of departments, directors of centers, managers of units,………

HMR: Faculty and Executive Development Centers(FDCs)

- Strengthen its teaching staff,

- Administrative training should be introduced

- Supporting activities included fellowships to lead instructors for professional and pedagogic upgrading,

- short term secondment to business or industry, and in-country professional development workshops.

- Technical assistance to prepare the HRD plan, together with funds for local training

The Role of these centers to be reengineered in according to international practices

Pillars For Quality HE
HRM: Faculty Recruitment and Appointment Policy

This policy should be revised in accordance with best international practices

The members of the teaching staff are:
- A- Professor.
- B- Associate professor.
- C- Assistant professor.
- D- Lecturer.
- E- Assistant lecturer.
- F- Practicing professor

Appointment to membership of the faculty shall be subject to the following general conditions, in addition to other special conditions and qualifications as stipulated in these Regulations:

➢ That the prospective faculty member is capable of carrying out his university functions, particularly teaching. And conducting research

➢ That he is physically fit, based on a report from a medical committee accredited by the University.

➢ That he has not been convicted of a law-breaking or a offense violating honor or public morality

Pillars For Quality HE
HRM: Faculty Recruitment and Appointment Policy

This policy should be revised in accordance with best international practices

- ✓ The vacancies are advertise in local papers. by the HR department after checking that the positions are in the plan. and the availability of the financial resources.
- ✓ The analysis carried by committees at departmental, college, and university level.
- ✓ His teaching, research, and community services experience.
- ✓ The university from which he/she graduated
- ✓ The grants obtained
- ✓ Communication skills
- ✓ Collegiality
- ✓ All newly appointed faculty members are on trial

HRM and Brain Drain

HR Depletion Alarm

- Low Pay Scale
- Very limited Research Funds
- Length of employment Contracts
- Limited PhD Programs
- Availability of Technical Assistance
- Not allowed to work somewhere else
- Teaching Load
- Limited appreciation for administrative work
- No appreciation for industrial experience

Making Your Life More Comfortable

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Pillars for Quality HE
HRM: Promotion Policy

General Requirements :

For a faculty member to be promoted to a higher academic rank, he/she has to.

1. Have a minimum of five years' experience in the rank from which he/he is to be promoted.

2. Be successful in teaching.

3. Be well integrated in his/her academic environment

4. Be active in community service.

5. Have published, during his/her service in the current rank, research that is considered a valuable contribution to knowledge in his/her field (research accepted for publication is also eligible for purposes of promotion).

6. Submit no less than 60% of his/her research in his/her own field of specialization.,.

7. Evaluation by students each semester

8. Evaluation of Chairman and the Dean and the collegiality

to be revised

Pillars for Quality HE
HR Policy :Teaching Load Policy

- The teaching load of the professors (9) teaching hours a week. (9 credits)

- The teaching load of the assistant and associate professors will be (12) teaching hours a week.

- The teaching load of instructors is (15) teaching hours a week.

- The teaching load of a faculty member holding the position of Vice-President or Dean shall be reduced to (6) teaching hours

- The teaching load of a faculty member who occupies the position of Vice-Dean, Head of a Department or any similar position shall be reduced to nine (9) credit hours. The President may allow for any exception whenever necessary

to be restructured according to best practices
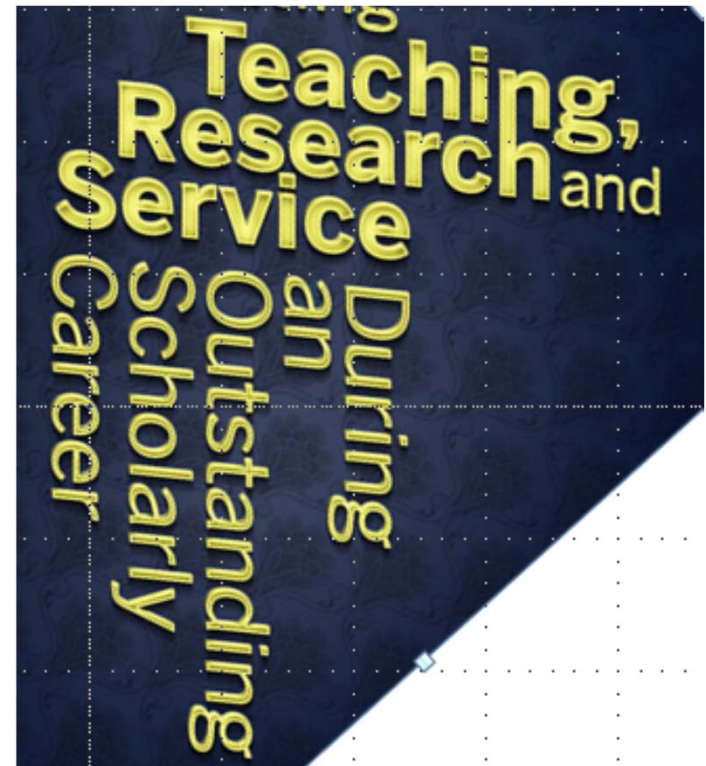
Pillars for Quality HE
HRM: Executives Selection and Appointment Policies

Very Weak should be totally reengineered

The selection criteria and the terms of appointment of the following executives should be modified and be transparent :

- Members of Council of Higher Education (CHE)
- Chairman and Members of the Board of Trustees (BoT)
- Chairman and Members of Higher Education Accreditation and Quality Assurance Commission (HEAC)
- Presidents Vices of the President
- Deans of Colleges Student Affairs
- Dean of Scientific Research , Dean of Graduate Studies
- Heads of Academic Departments
- Directors of Centers
- Senior Administrators of the non academic units

Pillars for Quality HE
HRM: Executives Selection and Appointment Policies

1. Leadership
2. Honesty and transparency
3. Teaching and Research Record
4. Management and Attributes
5. Fund Raising Capacity
6. International Relations

New Criteria Should be Introduced

I will:

Ensure that everyone in my team is **clear about our organization's goals** and how they can play their part in achieving them.

Have a **1-to-1 conversation with each of my team** at least once a week and measure how engaged and enabled my team is.

Use different **leadership styles, depending on the people and the situation** I am dealing with.

Get **inspiration from leaders** who do a great job – I'll talk to them/read about them/identify what they are doing and try their approach myself.

Listen to constructive feedback and **act on it.**

Keep on top of our resourcing needs and **ensure the right people are in the right roles.**

Coach my team and support their **ongoing development.**

Make my team members feel valued by **rewarding good performance.**

The selection criteria should be based on number of issues including:

- The posts to be advertised in the possible media

- The initial screening and selection of the short list to be carried by independent unbiased committees

- The posts should be open for candidates from inside and outside

- Each post should have a TOR including the financial aspects

- Each post should have a Job description

- Interviews and presentations

- Leadership and Vision

- Public and Private relations

- Academic and Research Records

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HE Reform Project (HERP) and HRM Policies Modification

Rethinking Higher Education

HERP COMPONANTS
1. Sustainable Financing for Quality
2. Modernize Governance, Accountability and Management Systems
3. Strengthen Quality Assurance and Accreditation Mechanisms

Intermediate Outcomes
1. Introduce formula funding to transfer public funds for operational budgets to universities and community colleges
2. Establish Competitive Fund to address sector goals for program development in universities and community colleges and to strengthen management of institutions.
3. Reform and expand student aid policy.

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HEDP Intermediate Outcomes

Number of polices need to be modified in order to make the HRM more:
- ✓ Effective
- ✓ Transparent
- ✓ Fair
- ✓ Reasonable
- ✓ Equitable
- ✓ Workable
- ✓ Gender Sensitive
- ✓ Holistic

1. Restructure higher education governance bodies (HEC, MoHESR, BOT, and HEAC).
2. Develop capacity in HEC for medium-term policy and planning and monitoring and evaluation making.
3. Strengthen the capacity of BOTs to function effectively.
4. Higher Education MIS.
5. Strengthen accreditation and quality assurance.
6. Improve Assessments of External Efficiency

Thank you