

NOTAT

Universitetsdirektøren



**Copenhagen
Business School**
HANDELSHØJSKOLEN

Ledelsessekretariatet

Draft on CBS Human Resource Management strategy statement

This strategy statement takes its outset in the "Staff Recruitment and Retention" paper discussed at the last board meeting and the existing HR strategy approved by HSU at CBS. (These documents are attached as appendices.)

Mission, Why HRM at CBS?

The purpose of HRM at CBS is to support management in: recruitment, development, motivation and retention of high quality, high performance human resources and to improve working conditions for employees. CBS prioritise HRM because staff is the key factor in making CBS competitive concerning business school -research, -education and -business processes.

Vision, What is the goal for CBS HRM?

The vision is to deliver adequate support for CBS management in improving staff quality and performance to a European top 10 level and to improve employee satisfaction.

Position, What is the current level of CBS HRM?

The main CBS corporate HRM efforts are:

- Supporting management in the yearly employee development dialog (MUS) and Organising employee satisfaction measurement
- Support for the Employee - Management Committee HSU (Hovedsamarbejdsudvalget) and support in distributing the central competence funds
- Mediating manager - employee discrepancies
- Support concerning legal matters about human resource management

Strategy, How to reach the vision of HRM?

In order to move CBS from its position to its vision the strategy is to:

1. **Recruitment:** Identify the most important parameters for recruitment of top qualified academic and administrative staff and adjust the offer/process where possible
2. **Leadership development:** Launch an adequate leadership development program in order to improve motivation and productivity among employees
3. **Intelligence:** Establish systematic intelligence and statistics concerning staff characteristics for better HRM planning
4. **Retention:** Identify employees' central to CBS performance in research, education and general business processes to retain them at CBS
5. **Coordination:** Improve the cooperation and knowledge exchange between academic- and administrative staff to leverage the value creation at CBS
6. **Qualifications:** Strengthening the approach to qualification development.

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14. oktober 2007

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Appendix 1:

Staff Recruitment and Retention

Alan Irwin and Peter Pietras

People – the key resource

Business schools are competing nationally and internationally for the best people. This is clearly the case in the academic domain where the prestige and standing of business schools are largely judged in terms of the ability to attract and retain the highest-quality staff. It is also true for administrative units where competent staff will be attracted by other (possibly better-paid) positions and the institution cannot function without excellent support. Put simply, CBS will not be able to achieve its ambitions without well-qualified, productive and collegial members of staff working together to a common purpose.

What are the characteristics of a successful recruitment/retention strategy?

- We need staff of the highest skills and qualifications (judged by both national and international standards)
- We must have recruitment policies and procedures which are effective and efficient
- We must have the maximum flexibility and freedom of movement to seize opportunities in a competitive international market
- Retention of the right people is as important as recruitment
- We should develop staff competences in a continuous and forward-looking fashion (including in the area of leadership development)
- Performance review and career discussion are essential
- Consideration should be given to alternative career paths both inside and outside CBS
- We should offer staff an attractive, safe and congenial working environment
- Promotion and reward structures should be transparent and supportive of CBS' goals
- We should value equality of opportunity, openness and diversity
- Both academic and administrative staff should be considered as essential to the achievement of our goals.

Recruitment/retention of academic staff

If we are to consolidate our position as a leading international school, then we need to attract and retain staff of international quality. This is typically judged in terms of academic qualifications and experience, research publications, external grant income, and numbers of research students. However, research is not the only

element within academic work. Teaching skills, experience and expertise must also be considered – including the potential to develop innovative and attractive study programmes. Potential for academic leadership and management should be taken into account.

In terms of recruitment, there is no substitute for careful consideration of each case in terms of the likely contribution to CBS. It is necessary also to take a flexible and constructive approach to attracting key individuals (coupled of course with transparent and open employment processes). At a more junior level, the identification and development of research students (both at CBS and elsewhere) are essential to the recruitment of the next generation of world-class researchers and teachers. Given the financial discipline according to which we must operate, our strategy should be to combine the recruitment of ‘rising stars’ with the selective appointment of more senior individuals who can then inspire and attract more junior colleagues (not least by generating research income). Current CBS staff possess academic networks which should be fully utilised in identifying and attracting external colleagues to the School.

Experience at other business schools suggests that retention is a major issue. Certainly, highly-visible individuals are in short supply and tend to know their own market value. Of course, some staff mobility is not necessarily detrimental since it encourages a dynamic flow of talented individuals at every level. However, we should identify key individuals in advance and ensure that everything reasonable is done to retain their loyalty and support. This can be a delicate area and retention needs to be handled both flexibly and sensitively.

Recruitment and retention of key academic staff is a fundamental issue (perhaps *the* fundamental issue) when looking to the future development of CBS. CBS has many advantages and strengths here – including its external standing, particular reputation in certain fields, and an attractive location in a world city. However, it is also true that the system of taxation in Denmark is not attractive to foreigners. In practice, this will be balanced across the quality of life and work, and individual priorities (eg is this a good place for a promising researcher to build a career? Are colleagues open and welcoming? Is it a sympathetic place to live and work – and perhaps raise a family?).

In terms of recruitment, we will need to work especially hard to attract promising individuals (and groups) to CBS. To offer just one example of this, British universities can move very quickly through the recruitment process since the institutions enjoy a large degree of autonomy concerning salary level, numbers of professors and the approval of qualifications. This means that CBS will need to be quick-moving, alert and as flexible as possible in its recruitment activities. This should also be a priority area for all academic staff (especially the more senior).

Recruitment/retention of administrative and central service staff

CBS has the same labour market related recruitment challenges as all the other Danish Universities, because of very low unemployment, but CBS is not exploiting the fact that we ourselves are producing more than half of the academic business and administrative oriented candidates in Denmark. At the same time we have not been strategic about office trainees (kontor elever) as a recruitment base.

CBS has an increasing staff retention problem because:

1) CBS has a huge challenge due to an outdated and insufficient support system. This results in many boring and time consuming tasks that stress and frustrate the best qualified staff. This fact has resulted in a 100% staff turnover in certain units, and often most skilled staff move first.

2) CBS faces an organisational issue concerning very small and quite isolated administrative units dispersed in 20 departments and centres as well as more than 40 different programmes. Often there is no other person that can do the job if a staff member is on sick leave or holiday which results in stress and in an absence of knowledge exchange and dialogue about business process innovation.

3) CBS also faces the challenge of more professional human resource management both on a central service level and at a direct management level. Better leadership development certainly is an issue.

In response to these main challenges CBS has to consider:

- Modernizing the business systems and processes in order to create much more attractive jobs and give back some pride to admin staff.
- Organizing departmental and central services sustainable units with scope for knowledge exchange and critical mass to assure a robust working situation with career possibilities.
- Improving leadership and personnel management to assure a positive, creative and productive working environment.
- The structure of our Human Resources activities in order to deal with the current challenges.

The lack of understanding of younger staff's expectations of information technology and personal development possibilities and team work has created a difficulty in retaining the most talented staff concerning business process improvement and innovation.

Issues and questions for discussion

1. How can academic managers enhance the possibilities of recruitment and retention of key individuals (including foreign staff)?

2. How can we develop our capacity to attract key international researchers?
3. How can CBS use its favourable position in PhD salary to assure the best recruitment base for research?
4. How can administrative managers enhance the possibilities of recruitment and retention – as well as developing key individuals for leadership positions?
5. How can we develop the ‘human resources’ area at CBS so that it becomes a broad strength of the organisation?

Appendix 2:

Human resources - strategi

Missionen for strategien, Human resources, er udviklet i sammenhæng med CBS's strategi og skal sikre, at CBS har de rigtige medarbejdere med de rigtige kompetencer. CBS har en international profil med national forankring, indgår i partnerskaber med erhvervslivet og det øvrige samfund og er et lærende universitet.

HSU møde 5/2007
Jnr.
BSJ

Strategien for Human resources er baseret på, at ledere og medarbejdere vedholdende udvikler organisationen ud fra en forudsætning om, at medarbejderne på institutter og afdelinger er afgørende for, at CBS både kan leve op til de stillede krav og udvikle sig.

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CBS HR-strategi:

- CBS vil udvikle en ledelseskultur, der skaber resultater og rum for udviklingen af medarbejdernes kompetence, engagement og jobindhold. CBS vil arbejde med sine organisations- og ledelsesformer, så der er klar opgave-, kompetence- og ansvarsfordeling på alle niveauer. CBS vil også arbejde med kommunikationsformer, som understøtter medindflydelse og medansvar i hverdagen for alle medarbejdere.
- CBS vil lægge vægt på ledernes personaleansvar, så der skabes optimale muligheder for at håndtere og prioritere nuværende og fremtidige opgaver effektivt, professionelt og tilfredsstillende for medarbejderen og for CBS.
- CBS vil tilbyde attraktive ansættelsesforhold og et arbejdsmiljø, som giver mulighed for udfordring og vækst, for at tiltrække og fastholde kompetente medarbejdere, herunder også udenlandske - til såvel administrative som til videnskabelige opgaver.
- Gennem etablering af et læringsmiljø, som fremmer vidensdeling, livslang læring, jobudvikling og samarbejdsformer som teams, netværk og projekter, vil CBS skabe udviklings- og karrieremuligheder for alle. Det stiller krav både til medarbejdere og ledere om også at tage personligt ansvar.
- Gennem et positivt arbejdsmiljø, hvor der er gensidig tillid til og respekt for hinanden, og hvor samarbejde mellem medarbejdere og ledere og på tværs af institutter og afdelinger fremmes, vil CBS udvikle en arbejdspladskultur, der både motiverer og engagerer medarbejderne i forhold til deres konkrete opgaver, men også får dem til at tænke og handle helhedsorienteret.
- Gennem åbenhed lægges op til eksperimenter og innovation på alle niveauer og områder, tilpasset de forudsætninger, der gælder for de enkelte områder.

- Gennem værdsættelse af diversitet og tværfagligt samarbejde og en aktiv sprogpolitik, vil CBS udvikle en internationalt orienteret arbejdsplads.

CBS forventer, at HR-strategien omsættes i dagligdagen af ledere og medarbejdere og indarbejdes i de strategiske indsatsområder på institutter og afdelinger. HR-strategien afspejler sig også i CBS's personalepolitik, som udmøntes og implementeres i CBS's måde at interagere med medarbejderne.

Principper for implementeringen af HR-arbejdet på CBS

- HR-strategien fastlægges i et samarbejde med CBS enkelte organisatoriske dele og medarbejdergrupper
- HR-strategien udmøntes og implementeres i det lokale miljø på institutter og i afdelinger på en situationstilpasset måde
- Ressourcerne til at gennemføre indsatsområderne allokeres primært på de enkelte hovedområder
- HR-arbejdet tager udgangspunkt i, at udvikling af medarbejdere og udvikling af arbejdsopgaver understøtter hinanden og er hinandens forudsætning. Fokus er både på udvikling i jobbet og forandring af jobbet
- HR-arbejdet tager højde for CBS's komplekse organisationsstruktur og sætter fokus på kvalitet og effektivitet i arbejdsprocesserne.

Indsatsområder

Med udgangspunkt i HR-strategien har CBS i de kommende 3 år valgt at arbejde med følgende indsatsområder.

Ansvar for at iværksætte processen ligger hos CBS's ledelse. CBS vil iværksætte en systematisk budget-/ planlægning, så der er overblik over de økonomiske og tidsmæssige ressourcer.

1 Et attraktivt arbejdsmiljø.

CBS intensiverer arbejdet med at udvikle et attraktivt arbejdsmiljø, som både rummer den kultur, CBS ønsker at fremme på jobbet, men som også kan forene arbejdsliv og privatliv, så fleksibilitet og balance i arbejdslivet kan bibeholdes. Særligt fokus rettes mod a) Arbejdspres samt forebyggelse og håndtering af arbejdsrelateret stress, b) Sundhedsfremme c) Velfærdsgoder.

2. Lederskab og ledelsesudvikling

Opfattelsen af, hvad god ledelse er, skal udfordres i de kommende år ikke mindst på grund af en ændret ledelses- og organisationsstruktur. CBS vil udvikle pejlemærker for god ledelse, hvor lederen påtager sig et medansvar for, at CBS får en god ledelseskultur på alle niveauer. CBS vil etablere en ledelsesudvikling, som ikke blot tilgodeser den enkelte leders udvikling men også støtter udvikling af lederteam og ledernetværk, udvikler ledelsesprocesserne i organisationen i en hensigtsmæssig retning samt styrker ledessamarbejdet i forbindelse med netværk og projektledelse/ -organisering.

3. Rekruttering af kompetente medarbejdere

CBS vil rekruttere de mest kompetente medarbejdere både administrative og videnskabelige, og det vil kræve en fortsat og forstærket indsats.

Rekruttering og talentudvikling af unge forskere samt rekruttering af internationalt anerkendte forskere vil kræve en fortsat og forstærket indsats. Det skal ske gennem en mere aktiv rekrutteringspolitik og -procedurer.

4, Fastholdelse, kompetence- og karriereudvikling af medarbejderne

CBS vil udvikle de nuværende medarbejdere, så de forbliver kompetente og attraktive på arbejdsmarkedet. CBS vil arbejde med karriereudvikling af medarbejderne. I den sammenhæng er drøftelse af arbejdspræstationer, karrieremuligheder og –veje vigtigt både mellem lederen og den enkelte medarbejder men også på CBS som helhed.

CBS vil arbejde mere målrettet med forfremmelser og belønningsstrukturer og gøre disse mere gennemsigtige. Samtidig vil CBS udvikle alternative karriereveje både inden for og uden for CBS.

CBS vil lægge øget vægt på at identificere nøglemedarbejdere og gøre alt for at sikre deres loyalitet og engagement.

Planlagt mobilitet internt og eksternt kan være med til at skabe dynamik i og imellem CBS institutter, centre og afdelinger.