



CBS Human Resource Management Strategy statement

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 expert 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 and leadership measurements (MTU).
- 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 CBS HRM?

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

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

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