

FNU Vision and Mission

Vision: To be recognised as a key driver of Fiji's economic prosperity.

Mission: To support the economic and social development of Fiji through relevant, high-quality education and training that maximises graduate employability and applied research that has positive societal impact.

Values:

- **High Ethical and Professional Standards**-The University is committed to the highest standards of ethics, integrity, transparency, corporate governance, and professional standards.
- **Customer / Student-Focused**-The University is focused on understanding and exceeding the expectations of our stakeholders, and providing a safe, secure and comfortable learning, teaching and training environment.
- **Culture of Excellence**-The University shall strive for excellence in everything it does.



Division of Human Resources

2019-2021

Attract Talent | Upgrade Talent | Retain Talent

Purpose

The people strategy has been developed to support the strategic plan (2018-2020) of the University. The Core Area 5 of the strategic plan focuses on university governance, leadership, management, and human resources which lays the foundation of the people strategy. Through this strategy, the HR Division aims to foster an organisational culture and work attitude that values a diverse workforce, appreciates, and understands different blends of values, cultures, ethnicities, and genders. This strategy aims to ensure that Fiji National University is an employer of choice with governing policies and procedures that are set at high expectations while providing an enriching environment for its people and a competitive advantage to the University.



Values (continued):

- **Empowering / Strengthening our Team-**
The University is managed on the core values of accessibility of education and training to all, equal opportunity, respect and tolerance for diversity, and a firm sense of belonging and ownership forged through collective decision making, information sharing, providing a ready helping hand to the weaker members of the University community, a healthy lifestyle, and collective social and corporate responsibility.

The following departments within the Division of Human Resources are committed to providing the expertise and resources required to achieve the University's strategic objectives:

- ♣ Department of Talent Acquisition and HR Partnerships
- ♣ Department of Compensations and Benefits
- ♣ Department of People Performance and Development
- ♣ Department of HR Analytics and Technology
- ♣ Department of HR Administration

Our Mission:

To attract and retain high quality academic and support staff, upgrade and upskill staff qualifications, skills and deploy human resources effectively and efficiently. Our core values are to:



The Division of Human Resources through this strategy aspires to provide a people-centred framework to guide choices of the University and foster academic growth for its staff and students. This strategy further elaborates the role of HR division in ensuring that Fiji National University continues to:

- ♣ attract and retain high quality academic and support staff;
- ♣ upgrade and upskill staff qualifications and skills;
- ♣ deploy human resources effectively and efficiently; and

choice and continues to benchmark its standards with overseas universities especially in terms of workforce development and career progression of its employees.



Message from DHR

The People Strategy has been developed to support the vision and mission of FNU. The People Strategy sets the strategic direction of the Human Resources Division informed by the strategic goals of FNU 2018 to 2020. It articulates the pursuit excellence in all areas of teaching, research and support services through recruitment, development, and retention of high calibre staff.

The strategy aims to ensure that FNU is the employer of choice through implementation of HR initiatives that enhance workplace culture, policies and procedures that set standards based on best HR practices that are appropriately contextualised for FNU's needs. As it grows, FNU faces challenges that need to be addressed through innovative HR change management. The People Strategy aims to deliver on actions that have been set by the FNU Council for HR.

Regular progress updates will be published on our HR webpage to keep the FNU Community updated on progress.

PEOPLE STRATEGIC GOALS



1. Attract and retain skilled and qualified staff by providing competitive and challenging environment.
2. Recruit staff using fast, transparent, and professional selection methods.
3. Provide induction for new recruits to settle in their job environment.
4. Develop staff professional skills and knowledge, providing ongoing professional development to help achieve their full potential at FNU.
5. Recognise achievements and provide structured routes to career progression.
6. Embed a supportive and family friendly culture.
7. Provide an environment where mental and physical wellness are actively promoted.
8. Promote gender equity, diversity, and inclusions.
9. Use people analytics to enhance HR processes and management decision making.

Work in progress towards achieving the strategic goals



Attract and retain skilled and qualified staff by providing competitive and challenging environment: FNU is a dual sector tertiary education provider and as such the University is always in search for qualified and skilled people. While Higher Education always focuses on academic and professional qualification, TVET focuses on qualification and workplace practical skills. It is becoming challenging to find people who are both skilled and qualified at the same time within TVET sector. Therefore, to invigorate the TVET workforce, a new blood TVET drive was launched. This TVET drive was initiated to recruit and upgrade teachers who either have the required qualifications but no hands on experience or those who have hands on experience but not relevant qualifications.

Another aspect towards attracting the best people is engaging the executive search firms for the senior level positions at FNU. This will ensure that our search for executive's positions reaches the right audience within the required time frame.

Furthermore, there are times when positions are not advertised but people are interested. To accommodate for their interests, a recruitment portal for temporary positions has been created. This will allow interested people to send in their applications and once a temporary vacancy arises, HR will look through the portal to fill the position temporarily before advertising should the need arises.

Strategic Goal in Progress:

- 1) *Review of the HR Policies*



- 2) *New Blood TVET Drive.*



- 3) *Engaging Executive Search firms*



- 4) *Advertising in overseas based platforms*



- 5) *Temporary vacancy portal*

Current Opportunities	
Ref Num	Position Title
EOI 1/19	Expression of Interest (EOI)



Recruit staff using fast, transparent, and professional selection methods: Recruitment processes can take up to 3 months if the successful incumbent is local and in case of expatriates, it takes 6 months for the recruitment process to complete. The Division of Human Resources endeavors to shorten this process and make the recruitment process faster and cost efficient. With the introduction of Microsoft Office 365 in the University, the screening process has become paperless and faster. Instead of printing each application and making a manual file, the entire applicant long/short listing can be shared using Microsoft SharePoint with the respective college/division heads for screening. The time taken to manually print each application is reduced significantly along with printing costs. In addition to shortening the recruitment process, it is also important that members of the screening /interview committee are aware of the relevant HR policies and are fair and transparent during the selection process. An online recruitment module has been developed and only upon completion of the module can a staff member be part of the interview panel.

Provide induction for new recruits to settle in their job environment: When the prospective employee accepts the job offer, they become part of FNU, and it becomes our responsibility to socialite the employee into the workplace. Through the employee onboarding module this can be achieved. The employee onboarding program starts with the new employee completing sign-on formalities and being equipped with all the tools needed to do the job well. Once the employee commences the job, relevant training will be provided in relations to the job description by the respective supervisor and continued support will be provided by the Division of HR through an on boarding partner who will act as a mentor/buddy for up to 3 months so that the employee can get comfortable with the new role.



Strategic Goal in Progress continued:

6) Paperless Screening process



7) Secondment and succession plans



8) Call for promotion exercises



9) Job regrading exercises

Performance Management & Job Grading

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Strategic Goal in Progress continued:

Develop staff professional skills and knowledge, providing ongoing professional development to help achieve their full potential at FNU: Development is a key aspect towards career progress and as such FNU is committed towards providing professional development in form of qualification upgrade whereby staff taking FNU programmes have their fee waived. Staff can also apply for full-time study leave along with study allowances. In addition to professional development, staff will also have a yearly performance management plan whereby supervisors can set the performance plan and monitor. This ultimate goal of PMP is to plan, recognise, reward, career planning and progression.

Embed a supportive and family friendly culture: FNU values its employees and is always working towards having a work-life balance. Staff members can benefit from the flexible working hours and be in the office during core operational hours. Childcare policy and facility will be put in place to assist the parents. Support staff have had 5 additional days added to their annual leave to make it equal with the academic staff.

Gender equity: address the under-representation of women in managerial, senior academic and STEM field. Promoting gender equity and recruiting more women in these areas. An executive committee has been formed to monitor and represent women's participation.

Recognise achievements and provide structured routes to career progression: Yearly promotion and rationalisation of academic ranks. Academic staff who have served more than a year on full-time contract can apply for a promotion and those who have completed their PhD get an automatic promotion to the rank of Assistant Professor. Staff are always encouraged to upgrade their qualification and with proper succession planning in place staff can be ensured of their career progression.

Provide an environment where mental and physical wellness are actively promoted: a healthy, happy and purposeful environment for all staff that promotes their wellbeing and enables them to achieve their personal goals. The health & wellness program will allow staff members an hour a week to focus on their health; mental & physical. In addition to the programme, the Division of Human Resources has put in place a medical insurance scheme which allows the staff to benefit from free medical checkups, medical evacuation, maternity/pregnancy care and death benefit.

People analytics: produce analytics on people, challenges, opportunities and processes to elevate HR functions and attain sustainable success. Analytics on full time staff costing with regard to equivalent full-time students to guide budget decisions on workforce planning.

10) HR Analytics



11) Diversity & Inclusions



12) Flexible work plans



13) Staff Wellness initiatives



INDUSTRY 4.0: HR's eye on the future

University Integrated Management System (UIMS)

FNU has invested heavily in the digital infrastructure over the last few years. The superfast connection to AARNet, the campus-wide installation of free, unlimited student Wi-Fi through DigitalFIJI and the shift to online library collections have propelled Fiji National University's digital capabilities from third world to leading edge. With Banner and Cornerstone Talent Management Suite as its ERP foundation, FNU can shift to a data-informed approach to decision making and make a meaningful impact in the lives of its students and Fiji as a whole.



The Division of Human Resources is working on automating majority of its processes by end of 2020. The backbone of the new HRIS will be the new Cornerstone and Banner 9 platform that will integrate HR, Finance and Student Services to form the UIMS.

Recruitment Module: offers technological capability for deploying effective strategies for sourcing, targeting, hiring, and onboarding candidates for any role. The result is a shorter path to interviews by having more visibility into talent pipelines, engaging with top candidates, and making effective hires.

Employee Learning Management: staff gains a variety of ways to expand their skills through formal instructor-led training and web-based, social media tools that support peer-to-peer learning. The result is an engaged and productive workforce.

Banner/ Payroll: Employment administration - manage employment, benefits, and leave plans.

Position Management- plan, budget, and track positions and staffing.

Payroll processing- gain complete control over payroll processes, data, and costs using flexible applications.

Enable employees - give employees self-service access to their personal profile, career, and team information.

Performance Module: the performance management technology benchmarks how well employees execute their assignments and aligns their activities with FNU strategies.

