



FIJI NATIONAL
UNIVERSITY

Our People **Strategy**

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OUR VALUES

- *Care*
- *Honesty*
- *Accountability*
- *Service*
- *Excellence*

OUR VALUES

Our core values sit at the centre of the University's strategic plan for the next 5 years. To deliver our objectives, we strongly believe in the staff engagement as the powerful tool to attain equity, diversity and inclusion.

Our values are chosen and established through the staff survey that highly promotes professional standards and culture of excellence in terms of how we act and how we are expected to be treated in order to generate a sense of pride and common purpose as part of the Fiji National University.

During the execution of our people strategy, we will be governed and led by the below values:

- **Care** – for ourselves and each other.
- **Honesty** – in the spirit of continuous improvement.
- **Accountability** – to our students, stakeholders and funders.
- **Service** – to our communities, nation and region.
- **Excellence** – in everything we do.



Introduction by Director Human Resources



The Fiji National University strategic plan 2021-2026 outlines a framework based on four pillars on which all our University activities are founded upon.

- Education for Employability.
- Research with real world impact.
- Student experience.
- Financial sustainability.

The 4 pillars are interconnected and linked with 4 key enablers (People, Processes, Governance & Values) and spheres (Local, National, Regional and Global) as we embark upon the next phase of our strategic plan. In recognition of the value and contribution our people make towards the success of the Fiji National University, we have developed a framework for our people strategy encapsulating the HR aspects of our Strategic Plan 2021-2026 (SP):

- Attract and retain talented staff.
- Diversity, gender equality and inclusion.
- Professional development and career progression.
- Staff engagement and recognition.
- Staff health and well-being.

We all know that our staff play a key role towards the attainment of our short term and long term goals. As such, FNU places emphasis on putting people at the heart of our next 5-year strategic plan and acknowledges their efforts and commitments that opens up a pathway towards the deliverance of our vision in the year 2026. We strongly believe that excellence in student experience, research, education and innovation can only be achieved by providing support and development to our staff members at every level to enhance and improve the work environment required for meeting both present and future learning, teaching and research goals. In line with the Strategic Plan 2021-2026, the HR Division will promote an organisational culture and work attitude that values a diverse workforce, appreciates, and understands different blends of values, cultures, ethnicities, and genders.

Essentially, the people strategy aims to ensure that FNU 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 by benchmarking our standards with the renowned Universities across the globe.

Since the launch of our first people strategy (2019-2021), we have continuously aspired to provide quality customer service to all our staff through serving as Consultants and HR Business Partners to all colleges and divisions and will continue to do so with the support of our University Information Management System (UIMS). Additionally, we have always worked towards developing professional skills and provided ongoing support to help our staff achieve their full potential whether it's by the way of industrial attachment, career progression, regrading, research grants, tuition fee waiver or monetary rewards that paves the way to high motivation.

Moreover, similar to the commitment made in the first people strategy, we will continue to ensure that selection processes and procedures such as recruitment and promotions are fair, merit-based and rigorous and ensures we attract and retain talented staff who lift FNU's reputation and enable us to meet accreditation requirements. We are committed to recruiting staff who have the appropriate skills, competencies, experience and qualifications.

Through our people strategy for 2021-2026, we will be able to better respond to the risk and challenges that may arise over the span of our SP such as budgetary constraints, skills shortage, brain drain, adverse economic conditions, changes in legislation and regulations that may affect our workforce planning.

The strategic direction for the Division of Human Resources directly flows from the SP. The people strategy includes work plan details that will guide us through meeting our objectives in the next 5 years that supports our 4 pillars, vision and mission. We will update our people strategy as we progress towards achieving our objectives.




People Strategy Vision and Frame Work

Our People Vision

Plays a critical part in the deliverance of the SP.

Is to attract, retain and develop highly talented staff

The people strategy aims to deliver this vision.

FNU's Pledge - Definition

Upholding our core values, the people strategy outlines a layer of commitment to all our employees. The 'FNU's pledge' flows from 4 key enablers People, Processes, Values and Governance that commits to the enhancement of our employee culture in terms of staff engagement, performance, recognition and productivity with effectiveness and efficiency together with good governance that fosters accountability and transparency, honesty, excellency and care within the University that will generate equity, diversity and inclusion and a sense of common purpose that has been embedded in our strategy plan for the next 5 years.

Our People Strategy Themes

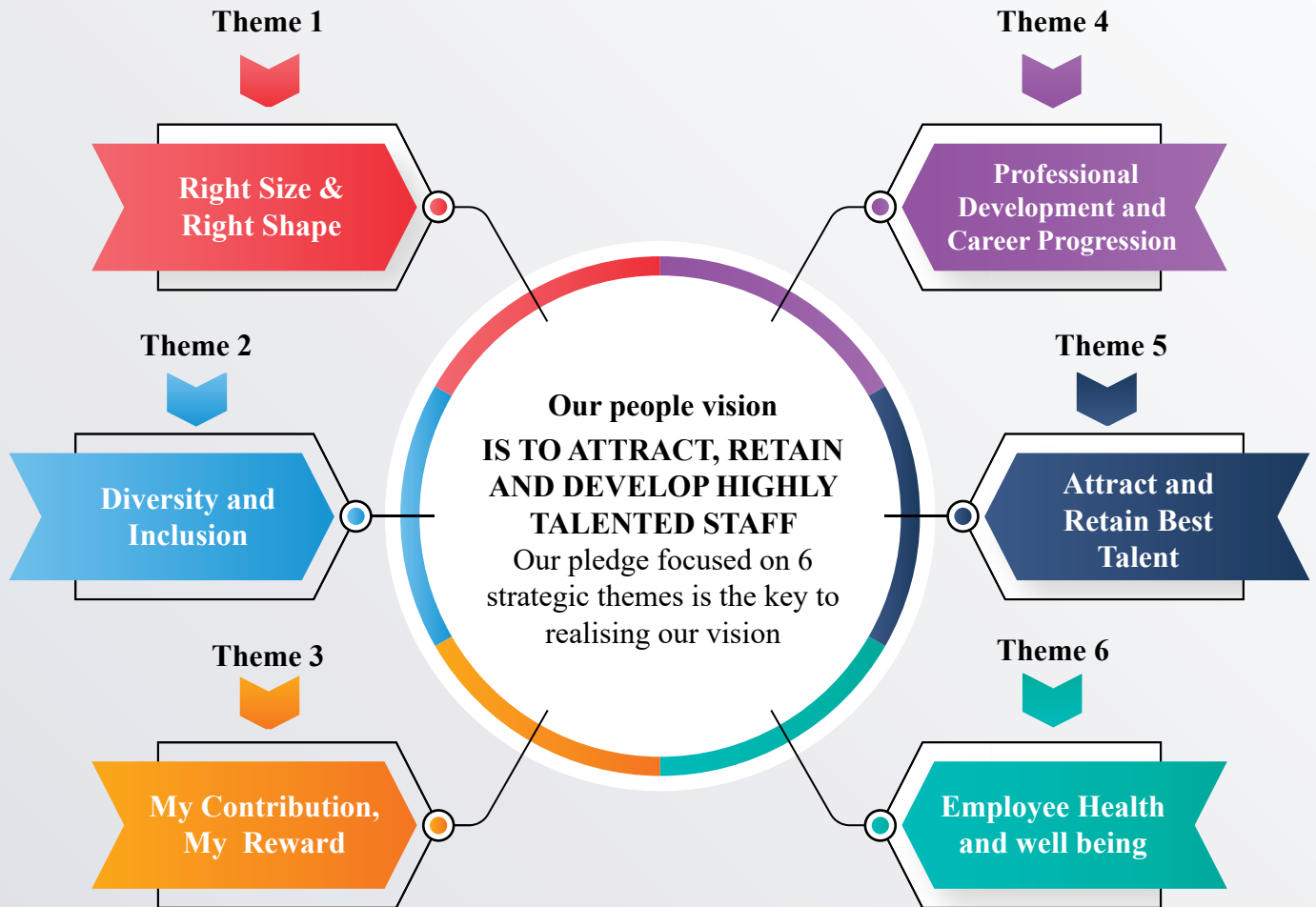
In accordance with our pledge and commitment, we will strive to succeed in our people vision through our 6 strategic themes:

- Right Size and Right Shape.
- Diversity and Inclusion.
- My Contribution, My Reward.
- Professional Development and Career Progression.
- Attract and Retain the Best Talent.
- Employee Health and Well Being.

Our *People* Strategy



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THE FNU PLEDGE

Through the 4 enablers, we pledge to provide our staff members with an inclusive and thriving work environment.

The University will fulfil its pledge by:

- Developing the skills and experience of the Senior Leadership Team.
- Introducing annual achievement awards for individual and team contributions and exceptional performance.
- Creating FNU HR strategy to build a staff base characterised by a transparent, merit-based recruitment system in terms of quality, agility, flexibility and dynamism with regular benchmarking of pay and conditions to support recruitment and retention.
- Reviewing, rationalising, and simplifying our current processes, standard operating procedure as well as current HR policies.
- Introducing initiatives that ameliorate the HR risks identified in our High-Level Risk Register.
- Developing initiatives to foster a strong sense of corporate identity and a common culture across the campuses, colleges, centres and divisions towards building a shared vision of FNU's future.

We will measure our progress by:

- Ensuring all teaching staff meet minimum academic qualifications appropriate to their role by 2026.
- Increasing the percentage of teaching staff with doctoral-level qualifications by 30% from the 2021 baseline by 2026.
- Enhancing overall staff satisfaction, as measured by retention metrics.
- Enhanced staff productivity as per the PMP report.
- Enhanced awareness year-by-year of the FNU values as measured by staff survey.

People

Opportunities for growth and staff engagement

We aim to provide our employees with equal opportunities and incentives for both academic and professional staff to up-skill and/or upgrade appropriate qualifications and provide recognition to individuals who come up with innovations or excel in their performance to ensure our staff feel engaged and motivated to deliver the goals connected to our SP.

Processes

Staff productivity enhancement

We will strongly enhance the productivity of both our professional and academic staff members by increasing the efficiency and effectiveness of our HR processes using digital means such as the Performance Management Planning (PMP) Module and further strengthen our HR policies and procedures to focus on staff engagement, flexibility and adaptability in working without boundaries as new challenges come our way while implementing our SP.

Governance

Organizational resilience

In the deliverance of our strategic plan 2026, we will continue to engage in activities that will ensure our success. Through reviews of HR policies and practices, we will ensure that we have policies that will nurture cultural transparency, accountability, diversity, empowerment and resilience.

Values

Distinctive values and strong ethics.

Our clear statement on shared values, owned by everyone, will build a strong community and enhance our external reputation and we will promote FNU's distinctive values, including a commitment to equity, diversity and inclusion, to generate pride and a sense of common purpose. Further, we will continue to review and refresh the FNU's code of conduct, complaints and whistleblowing policies and procedures to embed strong ethical values.

Strategic Theme 1

Right Size, Right Shape

OUR AIM:

Our staff engagement is a doorway towards the achievement of our short term and long terms goals. Therefore, we aim to reshape our workforce accordingly by engaging people with the right skills at the right time for the right type of role that will open a pathway towards the deliverance of our SP goals.

We will achieve this by:

- Designing and enforcing of a five-year (2021-2026) Work Force Plan in collaboration with colleges and divisions across FNU.
- Addressing skill gaps by conducting thorough analysis across FNU.
- Re-visiting and aligning college and divisional structures to meet SP goals.
- Through our annual PMP, ensure that all our academic and professional staff are aware of FNU's KPIs and know how they are required to contribute towards achieving them.
- Producing analytics on staffing, challenges, opportunities and processes to elevate HR functions and to guide budget decisions on workforce planning and measure productivity.

We will measure our progress by:

- Enhanced staff productivity within colleges and divisions, as measured by Student: Staff Ratios.
- Effective workforce plans that achieve 85% of the staffing needs of FNU.
- Staffing costs remain within annual salaries budget.
- Effectiveness of restructures carried out to achieve “right size & right shape”.

Strategic Theme 2

Diversity and Inclusion

OUR AIM:

Valuing diversity is an essential element contributing to the success of our mission and vision. We aim to engage into activities that will drive diversity and inclusion across FNU and create gender equity while providing our support and recognition towards the differences in age, race, nationality, sexual orientation, physical ability and background of our colleagues.

We will achieve this by:

- Developing a comprehensive policy on Prevention of Harassment, Abuse, Sexual Exploitation, Discrimination and Bullying.
- Addressing the under-representation of women in managerial, senior academic and STEM field.
- Promoting gender equity and recruiting more women in the key areas.
- Forming a GEDSI committee to monitor and represent women's participation and to create focus on the groups of high priority that are vulnerable such as LGBTI and people with disability by creating awareness programs as well as providing training to all our staff towards eliminating unconscious bias and discriminatory behaviour within FNU.

We will measure our progress by:

- More women in leadership roles by 2026.
- Increased diversification of skills, creativity and innovation across the university.
- Enhanced pool of talent through extension of our recruitment search to more diverse candidates from different background, age, ethics etc.
- Training programs for diversity and inclusion.
- Enhanced workplace environment that appreciates and values different blends of ethnicities, culture and gender as measured by culture survey.

Strategic Theme 3

My Contribution and My Reward

OUR AIM:

We recognise that reward mechanisms which are fair and transparent in nature will make our colleagues feel more engaged, motivated and take greater pride in the deliverance of the KPIs. We aim to show appreciation for our colleagues and encourage teamwork by rewarding staff for innovations, hard work and exceptional performance.

We will achieve this by:

- Yearly academic promotions for our staff.
- Introducing annual achievement awards for individual and team contributions and exceptional performance.
- Annual review of regrading policy and procedures.
- Ensuring that fair ratings reflecting actual performance are awarded to staff through PMP.
- Streamlining the performance management process for transparency, fairness and ease of use.
- Through skills audit, recognising and addressing skills gaps to inform annual workforce planning.
- Enhancing provisions for automatic promotions for our academic staff on attainment of doctoral qualifications.
- Rationalising of academic ranks and revisiting MAQs to meet FHEC and accreditation standards.

We will measure our progress by:

- Enhanced staff satisfaction as measured by staff surveys.
- Success in attracting staff.
- Staff turnover.
- Staff retention.

Strategic Theme 4

Professional Development & Career Progression

OUR AIM:

Development is a key aspect towards the career progression and as such FNU is committed towards providing professional growth and leadership development to all our staff members across the University

We will achieve this by:

- Launching new career progression pathways for our academic staff that align with their strengths.
- Enhance our TVET MAQS for the development of our TVET teachers to support our dual-sector mission.
- Providing qualification upgrade opportunities to our staff to gain qualifications appropriate to their roles and responsibilities through tuition fee waiver for study undertaken at FNU.
- Providing study leave and study allowances.
- Providing online training to our staff members to expand and broaden their skills and knowledge through the Employee Learning Management Platform hosted through the UIMS.
- Developing our professional and academic staff members to become leaders in their discipline through leadership trainings and succession planning.
- Providing professional staff members with secondment opportunities in the field of their interest.
- Ensuring that our Senior Leadership Team uphold and advocate FNU values and behaviours as leaders and are able to address staffing issues through providing necessary trainings.
- Managing and monitoring of FNU's annual Performance Management Planning (PMP) exercise.

We will measure our progress by:

- Ensuring that all teaching staff and professional staff meet minimum qualifications appropriate to their role by 2026.
- Increase in percentage of teaching staff with doctoral level qualifications by 30% from the 2021 baseline by 2026.
- Staff satisfaction as measured by staff engagement survey.

Strategic Theme 5

Attract and Retain Best Talent

OUR AIM:

We will retain and attract the best local and international talent to support the delivery of our SP goals.

We will achieve this by:

- Publishing advertisements for vacancies on the platforms that reach the target audience and engaging the executive search firms for recruitment of the senior level positions at FNU to ensure that our search reaches the right audience within the required time frame and that we benefit from the expertise of credible search consultants.
- Giving our students a voice through their participation in interview panels for SLT appointments.
- Reviewing our open merit-based recruitment process for quality, agility, flexibility and dynamism.
- Transparent holistic selection process which takes into consideration qualifications, the relevant experience and technical expertise during the recruitment and selection process when reaching a decision on the selection of the best candidate.
- Reviewing our minimum qualification requirements for support and academic positions to ensure they meet FHEC and international accreditation requirements.
- Using professional selection methods for recruitment that are faster and transparent and automated to reduce paper usage to support our environmental sustainability goals.
- Reviewing our recruitment policies to shorten the processes and make the recruitment process faster and cost efficient.
- Providing induction for new recruits to settle in their job environment through our onboarding module.
- Provide compulsory online recruitment training for staff wishing to participate as members of interview panels to ensure awareness of the relevant HR policies and the requirements of a fair and transparent selection process.
- Produce HR Risk Assessment Reports for key staff that will require deans/directors to design retention strategies.
- Regular benchmarking of pay and conditions to support recruitment and retention of both academic and professional staff.

We will measure our progress by:

- Enhanced overall staff satisfaction, as measured by retention metrics.
- High performer turnover rate.

Strategic Theme 6

Employee Health and Wellbeing

OUR AIM:

FNU is actively committed to support the physical and mental wellbeing of our valued staff.

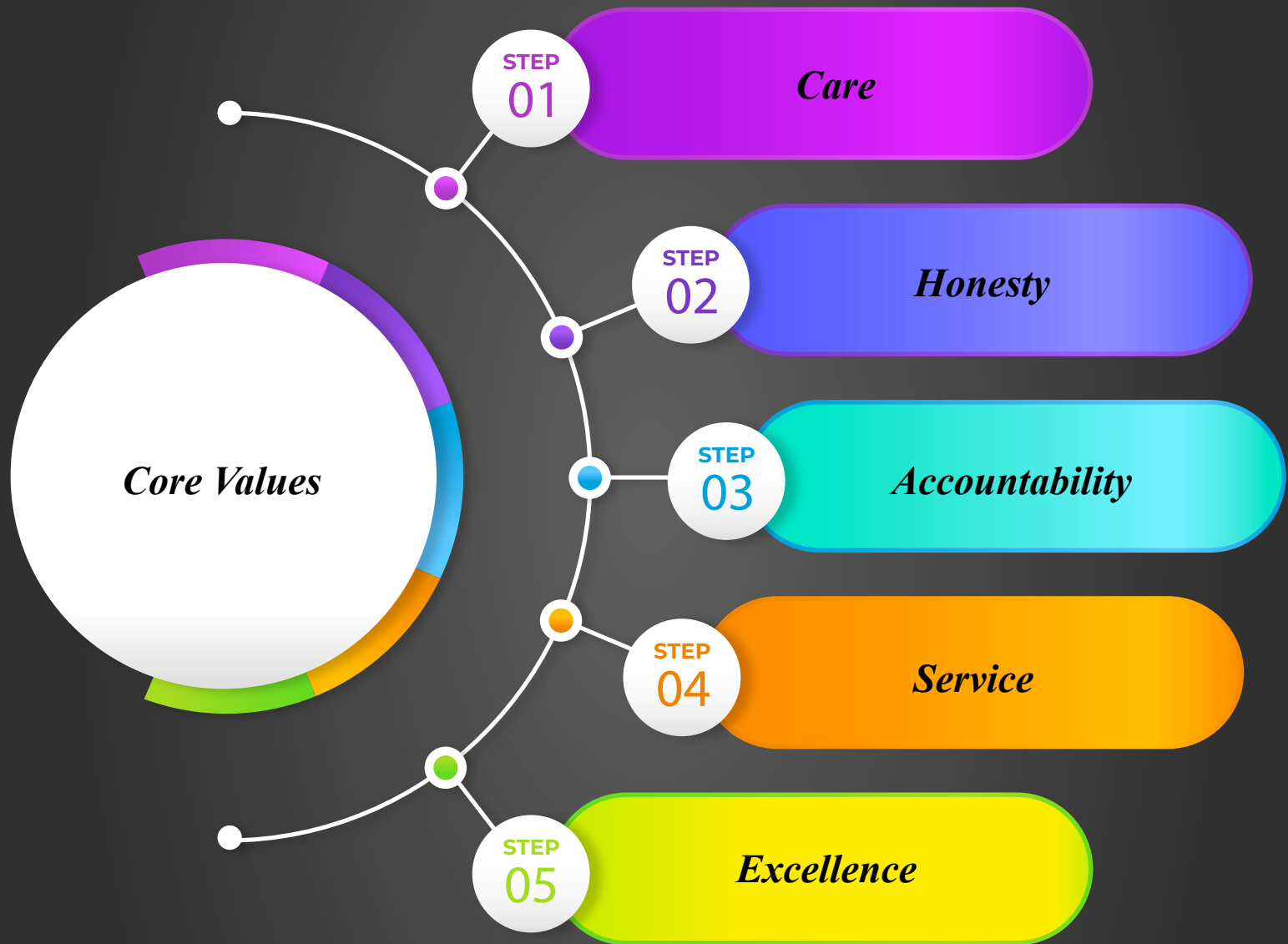
We will achieve this by:

- Providing staff with medical insurance cover.
- Facilitating an environment where mental and physical wellness are actively promoted through our newly built state of the art gym and staff wellness initiatives.
- Promoting staff work-life balance and family friendly initiatives in conjunction with the Labor Management Consultative committee (LMCC).
- Innovative and productive new work arrangements post pandemic including working remotely and touch down spaces in campuses.

We will measure our progress by:

- Turnover and retention.
- Reduction in absenteeism rate as reported by Banner payroll.
- High motivational levels as measured by culture survey.
- Measuring productivity from remote work options.

Our *People* Strategy





Our People STRATEGY

New Skills | Practical Experience | Real Opportunities - www.fnu.ac.fj