

STRATEGY OF DEVELOPING A SYSTEM OF MANAGING THE PERSONNEL OF RAU

(2016-2020)

The strategy of developing a system of managing the personnel of the state educational institution of higher professional education (SEI HPE) Russian-Armenian University (RAU) is designed to assist in achieving the Mission of RAU, consisting in *forming a new quality of higher education based on the best traditions and practice of Russian and Armenian education, training competitive professionals of highest qualification in the international labour market, becoming the regional centre of Russian education and science.*

The strategic goal of developing a system of managing the personnel of RAU consists in improving the existing system of managing the personnel at RAU with the aim of raising the competitiveness of the university by means of improving the quality of the educational and scientific activity of RAU and raising the effectiveness of the activity of RAU personnel as a whole.

Strategic Direction 1. Improving the quality of educational and scientific activity of RAU.

Strategic Task 1.1. Improving the system of recruiting the teaching and the administrative-managing staff.

Measures towards the realization of the strategic task 1.1.

- finish up the order of recruiting the teaching staff of RAU;
- work out and introduce a mechanism of filling vacancies in the administrative-managing staff of RAU (including taking on a position with a probation period);
- determine minimum qualification requirements for every category of RAU teaching and administrative-managing staff;
- review of the current staff register of RAU personnel;
- review of the current positional instructions for all categories of RAU teaching and administrative-managing staff;
- work out and introduce passports of all categories of RAU teaching and administrative-managing positions;
- work out and introduce description of work for all categories of RAU teaching and administrative-managing staff.

- Forming a reserve of RAU personnel in separate positional categories of teaching and administrative-managing staff;
- Work out a mechanism of planning RAU needs in personnel.

Strategic Task 1.2. Improving the system of qualification and professional growth of RAU personnel.

Measures towards the realization of the strategic task 1.2.

- finish up the current system of raising qualification and having a professional retraining of RAU teaching staff (normative basis, mechanisms and procedures);
- work out and introduce a permanent system of raising qualification and having a professional retraining for administrative-managing staff;
- develop the scientific-teaching potential of RAU through working out and introducing mechanisms of transferring the professional experience and skills of highly qualified and leading specialists out of the teaching staff to young scientists.

Strategic Direction 2. Raise the effectiveness of RAU personnel activity.

Strategic Task 2.1. Improving the system of evaluating the scientific-teaching and the administrative-managing staff of RAU.

Measures towards the realization of the strategic task 2.1.:

- work out and introduce criteria and standards of evaluating the activity effectiveness of certain categories of teaching and administrative-managing staff of RAU;
- work out and introduce attestation of certain categories of RAU teaching and administrative-managing staff (according to and amendment to the current legislation);
- finish up the criteria and system of evaluation/rating of the teaching staff on behalf of RAU students;
- introduce the procedure of self-evaluation by each teacher upon completion of the course of the subject he/she teaches (according to an individual scale of evaluation);

- work out and introduce criteria and a system of evaluation (rating of scientific-teaching, educational-methodical and any other kind of activity of the teaching staff);
- work out an electronic system of determining the complex evaluation/rating of RAU teaching staff, based on the students rating for the teaching staff as well as the rating of the scientific-teaching and educational-methodical activity and the results of the attestation of the teaching staff;
- work out a system of evaluating the activity effectiveness of administrative-managing staff .

Strategic task 2.2. Improving the current system of counting the personnel of RAU and the analysis of its dynamics.

Measures towards the realization of the strategic task 2.2:

- introduce an electronic system of database for the RAU personnel;
- improve the system of reporting and create an information-analytical system of analyzing the dynamics of the RAU personnel.

Strategic Task 2.3. Improving the system of motivation and stimulation of RAU teaching and administrative-managing staff.

Measures towards the realization of the strategic task 2.3:

- optimization of the current system of the teaching load of the RAU teaching staff according to the volume and structure;
- work out and introduce a differentiated system of payment (extra payments) for the teaching staff based on the attestation results and rating;
- work out a differentiated system of payment (extra payments) for administrative-managing staff of RAU based on the attestation and rating results;
- provide favorable labour and social conditions for the RAU personnel activity;
- forming a corporate culture.

PESTEL analysis¹

Political factors:

- Entering Armenia into EurAsEC

Economic factors:

- Economic growth rate in Armenia
- Inflation
- Unemployment rate
- Phase of economic growth
- Stability of the exchange rate

Social-cultural factors:

- Migration level
- Demographic situation
- Environment and Intercultural Communication

Technological factors:

- The emergence of new technologies
- Updating the IT infrastructure

Environmental factors:

- Disasters
- The emergence of new resource-saving

Legislative factors:

- Changes in labor law (labour code, the rules, regulations, instruction, etc.)
- Changes in social security
- Changes in tax legislation
- Changes in educational standards and the legislative field as a whole

¹ Analysis of external factors that should be taken into consideration while realizing the strategic plan

SWOT analysis
of the system of managing the personnel in RAU (henceforth the System)

<i>Internal factors</i>	
<p style="text-align: center;">Strengths</p> <ol style="list-style-type: none"> 1. Tempus People project, supporting the development of the System 2. Intergovernmental status of RAU 3. Strong attention to the development of the System in the Strategy of RAU 4. Young, professional and flexible staff 5. Qualified teaching staff having a strong practical experience in the relevant field 6. The culture of transferring the professional experience and skills of highly qualified and leading specialists out of the teaching staff to young scientists 7. Functioning positional instructions for all categories of RAU staff 8. The practice of evaluation/rating of the teaching staff on behalf of RAU students 	<p style="text-align: center;">Weaknesses</p> <ol style="list-style-type: none"> 1. Lack of electronic systems and databases, optimizing the management process and enlarging opportunities 2. Absence of personnel reserve 3. Absence of permanent system of raising qualification and having a professional retraining for staff 4. Not functioning differentiated system of payment for staff 5. Absence of a system of evaluating the activity effectiveness of administrative-managing staff 6. Weak system of social benefits for staff 7. Limited territory for administrative offices 8. Absence of formed corporate culture
<i>External factors</i>	
<p style="text-align: center;">Opportunities</p> <ol style="list-style-type: none"> 1. Entering Armenia into EurAsEC 2. Development of IT infrastructure in Armenia 3. New projects, supporting HR development 4. Internationalization and enlargement of communications with corresponding experts from abroad 5. Experience exchange with Armenian successful organizations in HR management, including other HEIs 6. Economic growth 	<p style="text-align: center;">Threats</p> <ol style="list-style-type: none"> 1. Changes in the legislation of either Armenia or Russia 2. Instability of the exchange rate (taking into account RAU intergovernmental budget) 3. Intercultural Communication problems 4. Disasters 5. Migration and demographic situation in Armenia 6. Institutional and/or programme accreditations failure