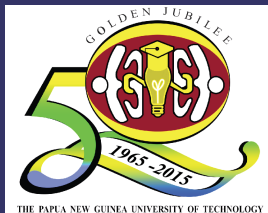




THE PAPUA NEW GUINEA
UNIVERSITY OF TECHNOLOGY

PNGUoT HR Challenge

rebuilding an organization



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The Association
of Commonwealth
Universities

Contents

- 1- Strategy and Human Resources
- 2- Rebuilding
- 3- Next Steps: leading reorganization

Fundamental Deal Public Universities: *align priorities, not visions*

Long term government priorities for universities:

- Increase intake
- Improve quality of graduates
- Diversify revenue resources.

In return universities hope for:

- Salary review
- Infrastructure

UNITECH's Strategic Competitive Advantages

- Business focus
 - Use of technology and IT for 1) teaching, 2) research and innovation, 3) community outreach and 4) operations
 - Uni-City smart city development on our campus: turn capital into revenue.
- Stakeholder focus
 - GRADUATES: Produce highly employable graduates and highly competent entrepreneurs.
 - EMPLOYERS: Engage closely with business houses in economic hotspots of Lae and highlands.
 - FACULTY: Leverage qualifications of Faculty, and competencies of students.
 - STAFF: Assure effective support delivery from Non-Academic Staff.
- The strategy is working!

UNITECH Strategic Plan 2015-2025

Vision

To be a leading innovative, entrepreneurial student-centred University, contributing to creating a knowledge based society in Papua New Guinea and the South Pacific

Mission

To offer excellent teaching, research and outreach, and stimulate a critical evaluation of science and technology

Pillars - KPIs

Academic Excellence

- Student Intake increase 10%
- 80% Faculty PhD 2020
- 25% PG students 2020
- Top Talent Program 12 py
- Research Grants matches Research Budget Dec. 2017
- 3 ten point publications per Dept or Research Centre py
- 100% Subject Files 1/7/2017
- 100% LMS 1/12/2017
- 100% Faculty with PG Certificate Teaching in 2020
- Outreach and community service impact over 10.000 participants py

Efficient & Sustainable Operations

- 100% Facilities upgrade 2020
- 100% Housing upgrade 2020
- Campus Safety & Security Plan on Track
- Utility Expenses Reduced
- Procurement streamlining 1/7/2017

Positive Learning, Working & Living Environment

Master Plan execution on track

Good Governance

- Compliance with UNITECH Act.
- External Audits in June, no disclaimers
- Annual Reports by August.

Enabling Programs

6- Open, Scalable & Flexible Programs: dual delivery university plan

5- A Good and Networked University: program and institutional accreditation, internationalisation

4-Efficiency and Effectiveness: reorganization and cost control plan

3- A financially sustainable University: Ten Year Business Plan 2015-2025:

2- Accommodating Growth and Mobilizing Capital: Master Plan

1-University Governance in PNG: transparency and best-practice

1- Strategy and HR

Four Strategy Pillars:

1- Governance and Accountability: lack of statutes, lack of compliance PFMA, no audits.

2- Infrastructure: UDC restructure and Master Plan diversifying revenue streams and contributing to Lae's development.

3- Efficiency: reorganization K10M per year salaries in excess of outside budget. In addition, general austerity, power and water usage, and smart procurement.

4- Academic Excellence - Accreditation : academic quality accountability:

- 70% student presence, 100% lecturers present
- Students Online Evaluation of Teaching SOET,
- Audits from Academic Quality Assessment Team AQAT and External Assesor
- Subject Files for all subjects

Internationalisation: winning JCU and others, EU, Japan, Korea, India and China engagement,

1- Strategy and HR

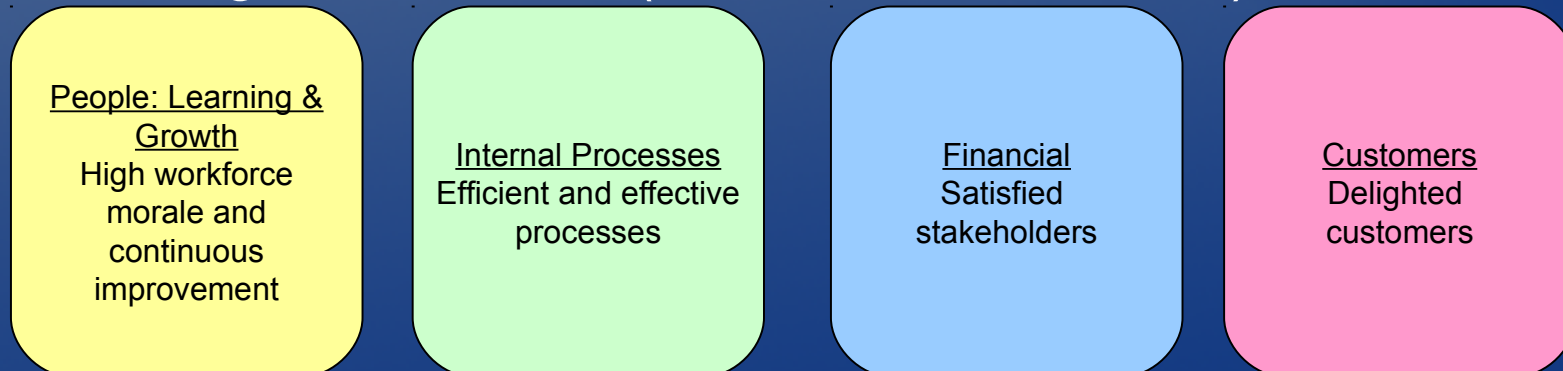
	Nominal	Granted %	Index
2009	32,500,000 PGK	67%	73
2010	34,757,500 PGK	73%	78
2011	36,772,200 PGK	76%	83
2012	42,301,700 PGK	85%	95
2013	44,440,000 PGK	86%	100
2014	45,090,833 PGK	63%	101
2015	43,548,500 PGK	56%	98
2016	45,247,200 PGK	64%	102
2017	41,317,900 PGK	51%	93

2- Rebuilding

Strategic and Performance Management System



Strategic Outcomes (Balanced Scorecard)



Balanced Scorecard

Process centred

2- Internal Processes Results

Efficient and effective processes.

“Working together”

3a- Financial Results

Balanced budgets and sustainable spending

“Fund the future”

1- Learning & Growth Results

Employee learning and organisational innovation

“Fly to win”

3b- Stakeholder Results

Providing value for customers, and stakeholders

“Make service a reality”

Internal focus

External focus

Business / People centred

Balanced Scorecard

Process centred

Internal focus

External focus

2- Internal Processes Results

- Financial reports on time (lag)
- Reorganization Plan
- IT plan
- Stakeholder engagement plan
- Hiring: EOI-Offer 3 months
- 80% Faculty PhD (lag).

3a- Financial Results

- Business Plan targets achieved

1- Learning & Growth Results

- Blended Learning and on track
- Business Incubator and Entrepreneurship Program

3b- Stakeholder Results

- Graduation, Employers and Students Satisfaction Survey results (lag)
- Time to graduation (leading)

Business / People centred

2- Rebuilding

No leadership without management

Senior Management signed Commitment to Leadership Excellence:

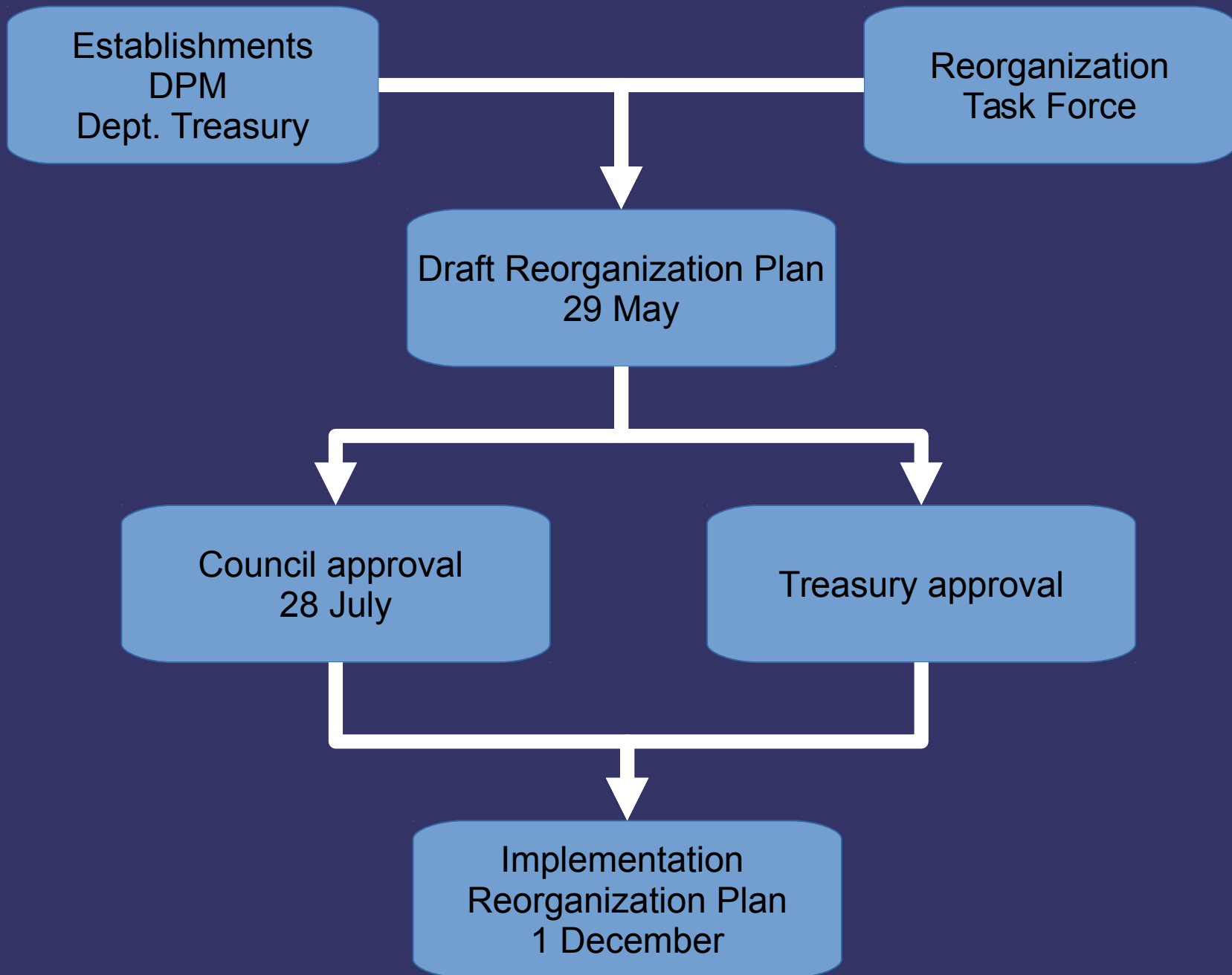
- 1- You can't manage what you can't measure (evidence not rumour)
(Peter Drucker)
- 2- If you can't manage your time, you can't manage anything else.
(Google Calendar)
- 3- The speed of the leader is the speed of the team. A good solution now is better than a perfect solution later (General Patton).
- 4- 2 minute rule: anything that can be done within 2 minutes must be done immediately (David Allen)
- 5- Never let a good crisis go to waste (Winston Churchill)

Time Management

<p><u>1- Urgent & Important</u></p> <p>Deadlines Emergencies</p> <p>MANAGE “DO”</p>	<p><u>2- Important & Not Urgent</u></p> <p>Planning Prevention Values clarification</p> <p>FOCUS “DECIDE”</p>	IMPORTANCE
<p><u>3- Urgent & Not Important</u></p> <p>Interruptions Scheduling, booking travel Some email and reports</p> <p>AVOID “DELEGATE”</p>	<p><u>4- Not Important & Not Urgent</u></p> <p>Time Wasting</p> <p>AVOID “DELETE”</p>	
URGENCY		

“What is urgent is seldom important, and what is important is seldom urgent”
Dwight D. Eisenhower, 34th President of the United States

3- Reorganization



3- Leading Reorganization

- 1) **UNIFIED APPROACH:** Board and Senior Management understand the issue: financial benefits of dealing with the HR challenge
- 2) **INDIVIDUAL ACCOUNTABILITY:** CEO performance review, revision Senior Management's KPIs and Commitment to Leadership Excellence
- 3) **BRINGING DATA TOGETHER:** HR Task Force and introduction Chris 21
- 4) **RE-STRUCTURE:** HR manager reporting directly to management
- 5) **IMPLEMENTATION:** Reorganization plan and Implementation

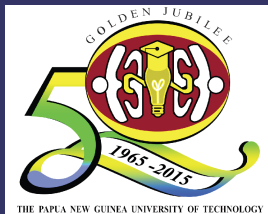
Thank you for your attention

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