

PRIDE - Professionals in Doctoral Education

The importance of human resource management in universities

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- HRM, here?
- the HRM function
- what should HRM do for you?

2 quotes

- *“Within the next 20 years, Europe’s economic paradigm will change fundamentally. Its manufacturing base will continue to shrink, future growth and social welfare will rely increasingly on knowledge-intensive industries and services, and ever more jobs will require a higher education qualification.”*
- *“Human resources are a core determinant of quality in higher education and research. **Universities must therefore work to enhance their human potential, both qualitatively and quantitatively,** by attracting, developing and keeping talent in the teaching/research career. Excellence can only emerge from a favourable professional environment based in particular on open, transparent and competitive procedures.”*

(European Commission 2005: Mobilising the Brainpower of Europe)

The relevance of HRM

- *“Specific services of HRM have been established and developed during the last decade. Universities as knowledge-based organisations have a strong focus on the quality of their academic staff, as they are responsible for teaching and research. Another important prerequisite to a successful university are their services, which highly depend on the quality of the administration and management. **The quality of management and academia will depend on the quality of HRM and functions.**”*

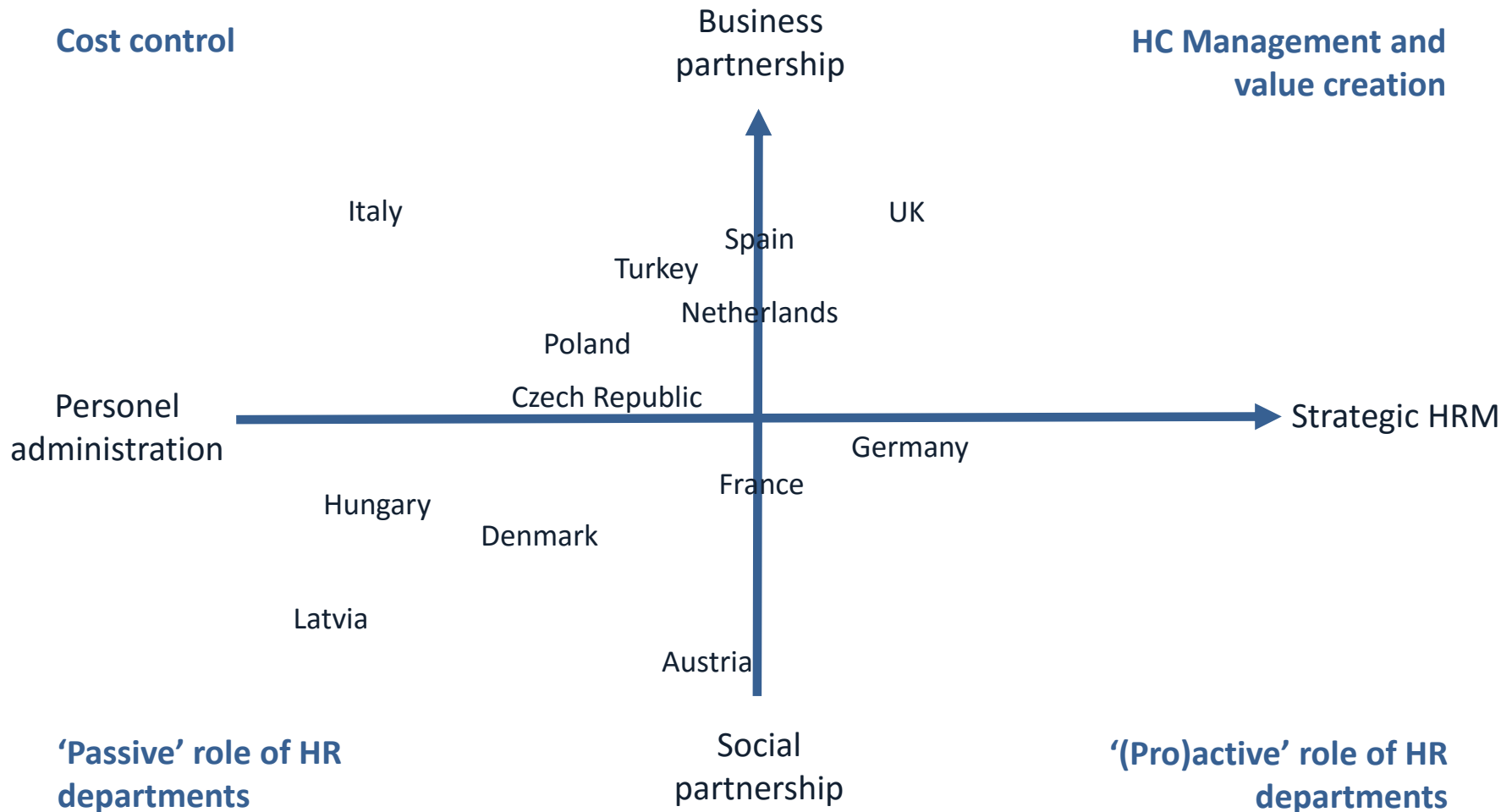
(Pausits, 2015)

Definition

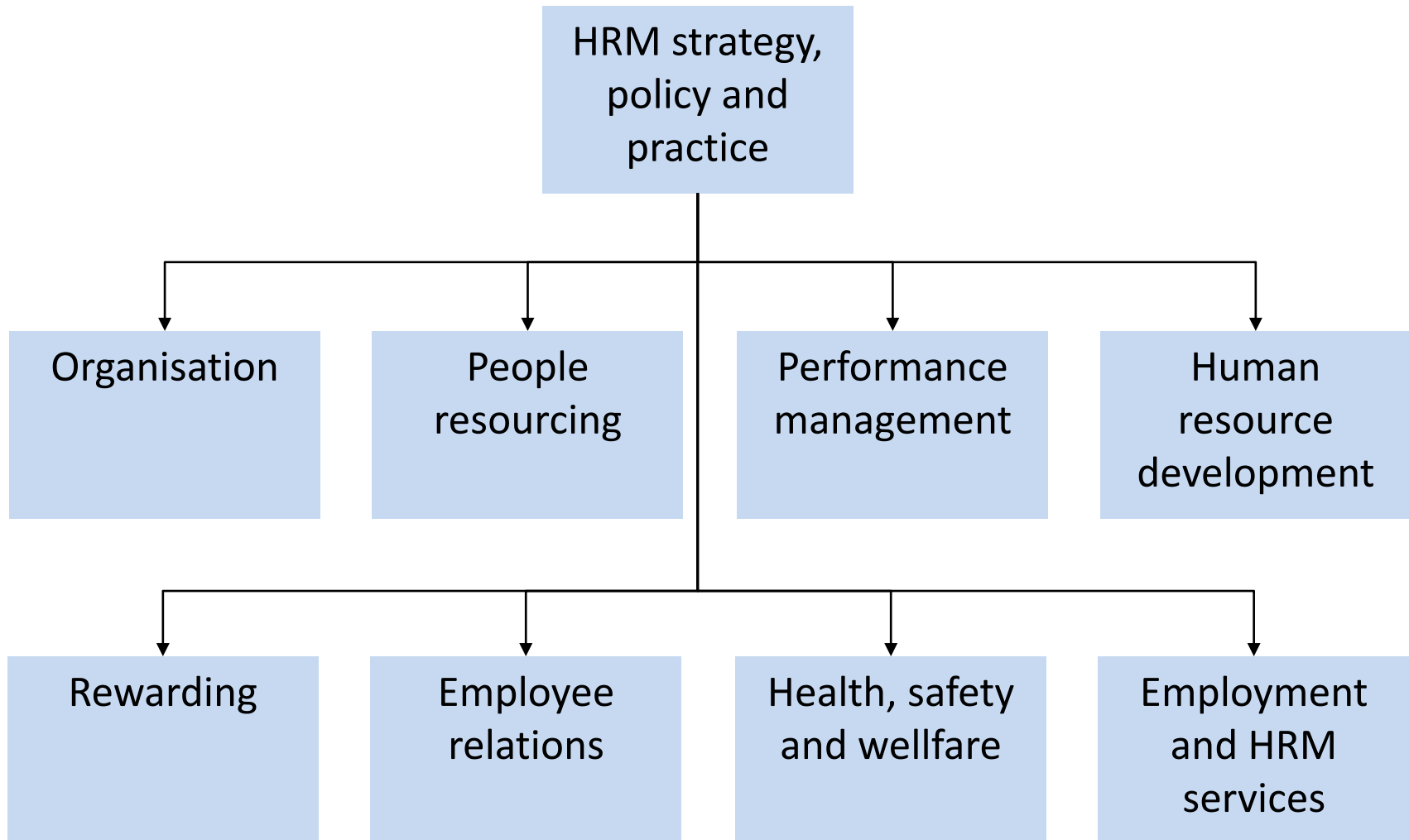
“Human resource management (HRM) is the strategic and coherent approach to the management of an organisation's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business.”

(Armstrong, 2006)

The HR function is professionalising as well



What's HRM doing?



Factors affecting HRM strategy, policy and practice

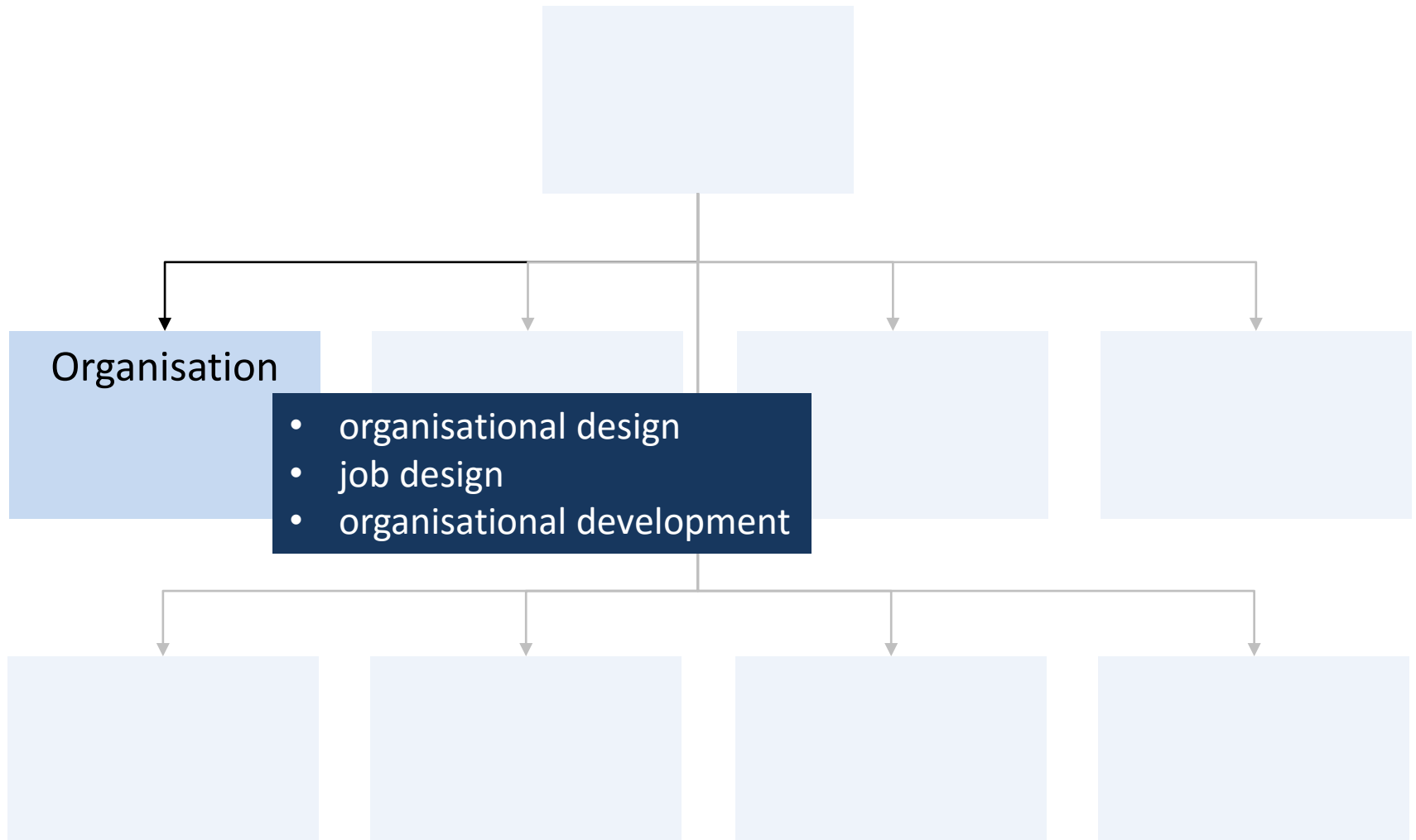
In terms of work and employment

- the nature of work
- the employment relationship
- the psychological contract

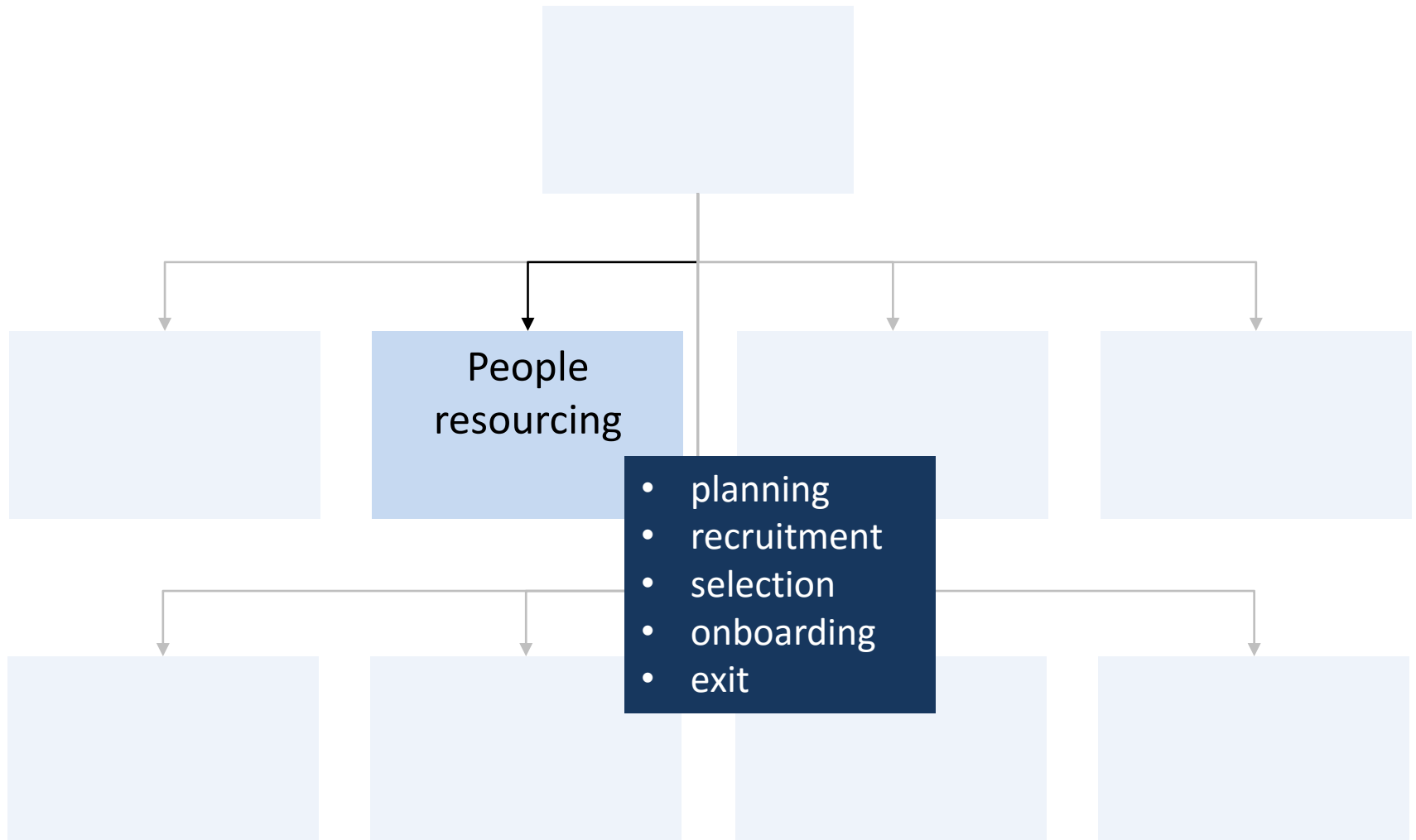
In terms of organisational behaviour

- characteristics of people
- motivation
- commitment and engagement
- organisational culture

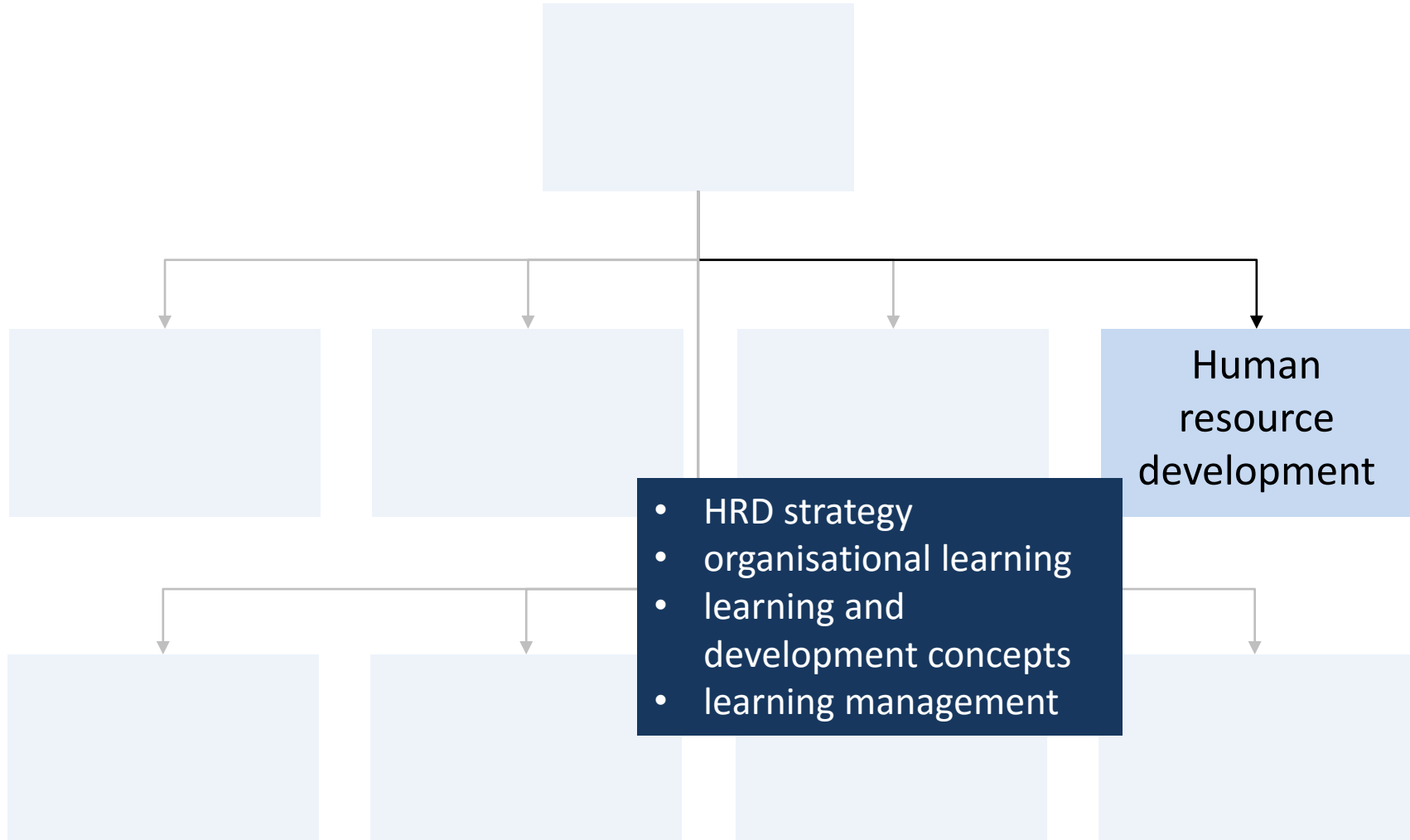
How could HRM support you in...



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How could HRM support you in...



What can you do?

- Get insight in how your HR department works
- As a (line) manager, work with HR to a common understanding of the impact of major challenges and strategic decisions on your team(s)
- Clarify expectations and agree upon accountabilities





Thank you

References

- Armstrong, Michael (2006). *A Handbook of Human Resource Management Practice* (10th ed.). London: Kogan Page.
- Scholz, Christian & Böhm, Hans (2008). *Human Resource Management in Europe*
- Pausits, A., ed. (2015) *Human Resource Management in Higher Education - Case Studies and Future Scenarios*