



David Tvildiani
Medical University

**Concept of David Tvildiani Medical University in
Development of Human Resource Management**

Tbilisi

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I. Introduction

1. There is no agreed and unified definition of the term; among them because of (i) organizations where it is used (should be used) are quite diverse and accordingly approaches towards human management and applied methodologies are very different, (ii) the differences are caused by significant cultural peculiarities, (iii) historical (traditional) experience etc. moreover, the term could be considered as a set of ideas, concepts and technologies which are based on the idea that human resources should be used maximally in any organization is needed for maintaining competitiveness and viability of organization itself. It should be mentioned that by using the staff potential fully and “investing” in staff development organization (university) is strengthening competitiveness of its staff and organization itself.
2. At the end of the last development of strategic thinking facilitated the origin of Human Resource Management. The fact has naturally questioned the issue of personnel, as well as present experience and practice of their management.

In the presence of increasing economic competitiveness and globalization (Western economics vs Japanese one), the hypothesis emerged (“optimization of using human resources play crucial role in ensuring success”) “provided” increasingly important evidences (USA, other economically successful countries) and changed political environment in developed world; New elements of new culture are individual entrepreneurial activities, market forces and increasing status of “consumers” within general framework; The primary focus is on the protection of consumers` interest and in this view students are considered as users/consumers in the field of Education, and also educational “products” are more and more required to be oriented on “users/consumers” rather than on producers (personnel).

All the above-mentioned was creating environment, where new approach towards most efficient usage of human energy and skills was formed; thus naturally the necessity of developing such approaches of work organization have emerged, where loyalty and efficiency of staff towards the work would be stimulated. Considering of HRM within the general strategy format became necessary, which also implied that human management couldn` t remain within functions and prerogative of personnel management specialists. This responsibility should be shared by all managers of the organization.

As a rule, management of the personnel considers broad range of rights and obligations (staff recruitment, evaluation of performance, trainings, development, relations etc.). Mentioned functions are all important and could be implemented at 2 levels: operational level is implemented in the frame of the daily activities; moreover some of the functions imply strategic elements meaning their integration into general objectives of the organization (university). HRM considers significant issues of human management from operational, as well

as strategic perspectives; i.e. HRM is in some way “response” to the need of complex approach towards human management issues in the organizations.

There are 2 well-known approaches towards most efficient usage of human resources – “rigid” and “soft”. “Rigid” approach infers reducing the number of staff members and using of invited personnel, as well as outsourcing*; While “soft” approach implies maximal usage of the energy and creativity of the staff members and supports strengthening of their skills and support of the organization, which makes basis for employees to provide the organization with competitive advantage. In this case focus is made on increasing of staff productivity and strengthening their contribution to the organization activities.

In order to develop the loyalty and support of employees there is a need to create according organizational culture. This is not an easy matter, though organizational measures, which are directed towards easing of communications at systemic, as well as other levels, like courses for Preparation of Managers (Leadership Skills) are implemented for mentioned reasons. In this case (“Soft Approach”) people are considered as those contributing to organizational activities and not as organizational costs. Accordingly, the organization implementing such policy is concentrated on motivating and skills-development methods of the staff through rewarding, encouraging, trainings, development etc.

Within DTMU activities the forms of organizational conditions and efficiency are existence of self-governing bodies and opportunity for the people to participate in decision-making processes. Working in the condition of decentralization creates desirable environment (university environment), where responsibilities are “distributed” and all managers have defined responsibility of human resource management. This is important considering significance of human resource management as such.

*outsourcing – passing responsibility for some activities/ works on external agents, that enables organization to be more flexible regarding number of employees, “avoid” extra staff and other expenses

II. HRM as Strategic Activity

What should be considered by DTMU while choosing its own philosophy, approaches and methods for Human Resource Management? In theory all systems and methods for managing administrative resources should be integrated within clear policy, which is related to organization strategy. General strategy clarifies how it should be in future and how are objectives set and achieved during implementation of vision and the strategy. Defining strategy

itself included various activities, analysis of strengths and weaknesses, risk assessment and defining potential opportunities. The final results of the process is formulated objectives and their relevant tasks, also developed policies and procedures for their implementation. As implementation of any strategy is possible only by participation of people, Human Resource Management plays significant role in the process. In this context it is noteworthy to consider the relation of HRM Strategy with formulation of General Strategy. On one hand, strategic HRM begins function after General Strategy is defined. Moreover, there are reliable arguments indicating importance of considering HRM in the process of defining the strategy. As human resources are key aspect of organization strengths and weaknesses, condition of HR in organization should influence selection of the strategy, otherwise its implementation would be impossible. Integration of HRM strategy within General Strategy can optimize entire process of strategy formulation and implementation. Moreover, experts emphasize the issue of caution in this regard and this should be considered by DTMU also: in many places excessive attention is paid to individualism (USA: Values), in other places to the tradition of collectivism (Europe); In our opinion (also based on experts` opinion) it would be more efficient to implement innovative methods (Two-Level HZRM etc.) gradually and not entirely.

III. HRM at Operational Level

Issue of operational level is less arguable, than HRM strategic issues. It considers daily solution of the tasks, where instructions and methods exist, also HRM often influences some of activities and methods of implementation. E.g. While traditional methods of personnel management HRM pays similar attention to recruiting and selection of the personal for particular job performance, still approaches of evaluating quality of candidate are different; e.g. Strategic arguments often dictates us the requirement of adaptation with continuously changing environment (university environment), that defines presence of particulars personal characteristics: readiness to new ideas and changes. There could be many more similar examples.

Below one of the most fundamental is provided;

As it was mentioned above main element for strategy formulation is defining of strengths and weaknesses. In order to ensure efficiency of the process, the methods have to be developed at operational level, which would assist organization by using systemic approach to evaluate what should be accepted as good result of performance. That should be implemented at various levels, Macro level (organization level), team and individual levels. Usually systemic measurements are used at Macro level, systematic measurements at team level and at individual level – maximal utilization of their skills that is crucial in HRM. Moreover, before

we can manage human resources, we need to understand final objective i.e. in other words until we can improve performance indicators of individual employee, we have to define what is good performance of this employee; which makes the basis for efficient management and involves various elements. Attestation (evaluation of performance) is traditionally used for various purposes: e.g. to evaluate the need for training and development, to define amount of the salary etc. Modern approach of HRM integrates evaluation of performance with general scheme of KPI management, where evaluation of performance is related to organization objectives. Main themes of operational activities are defining requirement to particular jobs in a way that it could be systematically measured- recruitment of the employee, evaluation of employee performance, their training and development, managing of career development.

IV. Planning of HRM Organization at DTMU

The need to conceptually understand and develop HRM in DTMU was determined by university strategic objectives to maintain and increase competitiveness (in this regard, high competition) of university at national and international levels. Implementation of HRM system and methods are the best means of reaching the goals for better usage of present human resources. Despite the fact that HRM has many similarities with traditional personnel management, this approach will eradicate, in future, particular faults characterizing old scheme of personnel management. In particular this relates to the strategic approach used by HRM. Accordingly operational level of HRM, which considers daily management, also uses links with strategic HRM influencing operational activities. The strategy of the university to increase competitiveness considers care on quality and permanent improvement, student-centering, support of academic freedom, proactive approach to HRM and considering/strengthening of it at strategic level, not only at operational one. All of the above-mentioned are just some of those required for HRM evolution at DTMU. Moreover, considering all above-mentioned, historical experience characterizing university environment, social function, and also strategic role of university, creation of the following organizational conditions are relevant, out of the available HRM types, at DTMU:

Principles of decentralized management: arguments – it is optimal for the organization, where a large number of educated and qualified staff is employed, and which develops the culture needed for the development of existing autonomy (see Statute of DTMU and provisions of the self-governing bodies, faculty, academic council etc.) in the frame of own responsibility and through participating in decision-making – thus increasing contribution to the success of the university.

“Soft Approach” of the HRM: arguments – it considers employees as humans and not as the resource, therefore the staff has a great potential to contribute to the success of the university. Accordingly if the university will be able to increase their energy and creativity through development of their knowledge and skills, they can maintain competitive advantage of the university. Also, considering human nature (based on many empirical and practical evidences) people are perceiving positively opportunity to participate in the decision-making process (above-mentioned principle of decentralization) regarding issues related to their jobs. This is increasing and encouraging their motivation to contribute to the success of the university.

Implementation of the above-mentioned two principles (“Decentralization”, “Soft Approach”) are especially relevant (“Safe”) to the condition, when there is an experience of team-working in the organization. The structure of the university itself ensures opportunity for implementation of those principles: team-working within the departments (targeting for instance: organizing and delivery of particular educational modules), within various committees (for instance: curriculum committee, doctoral committee etc.) and councils (academic council, faculty council, rector`s council) creates appropriate basis for the all of the above-mentioned.

Careful implementation of innovative methods in the HRM: arguments – international experience regarding this issue (efficiency of innovative methods).

Definite responsibility of all managers (Rector, Vice Rector, Chancellor, Dean, Quality Assurance Service etc.) regarding HRM: arguments – The complex nature of the university itself, high social responsibility related to the issue of preparing competitive young professionals, responsibility to create new knowledge etc. Processing of the strategically significant issues for the work activities at operational level: for instance, defining “what is considered as the good result of work activity” at macro, middle and individual levels, based on systemic approach; “how this should be measured” (see for instance methodology and evaluation criteria of defining teaching workload, as well as analysis and conclusions of the Quality Assurance Service), also for instance joint work of activities of the Medical Education Center and Faculty/Educational Department to develop, define target audience and deliver new training courses for the staff development etc. including those for optimal usage of staff resources, their career development planning and management.

V System of HRM at DTMU: Function and Structure (Framework)

Main functions of the HRM:

- ✓ Planning: (Ensured by the Committee of Strategic Management and Development based on operative information) The issue considers the following tasks:
 - Prediction and planning of the need for the personnel, defining according specialization and quality requirement.
 - Development of the selection criteria and requirements for the candidates: for the academic staff they are defined by academic council upon faculty recommendation and approved by rector; for other services, structural units and/or committees in the process mentioned units, committee for strategic management and development are involved and approved by Rector`s Council, or Chancellor, or Vice Rector etc.
 - Staff Development Plans (Medical Education Center, Educational Department, Faculty).
 - Normative documents (staff list/manning table, positional instructions etc.)
 - Planning of funds for the personnel remuneration (Head of the Financial Department)
- ✓ Aims of personnel management: generally is in accordance with strategic objectives – Vice Rector in Strategic Management and Development together with Quality Assurance Service are responsible for the issue.
- ✓ Staff training and development: Development and/or selection of according materials and/or training courses based on the analysis performed by Quality Assurance Service; the separate function in this regard is the personnel register program, through which personal files and data on workplace are formed (stored in the personnel unit).
- ✓ Control – control system is based on the data, which define staff discipline, initiatives, work characteristics. Control of staff performance by no means could be transformed into total control system.

Structure and Management Principles:

- ✓ Committee for Strategic Management and Development plays coordinating role of the relations regarding personnel-related issue at DTMY
- ✓ University understands necessity of complex approach to the HRM. Staff management is not the function of the personnel unit only; the task is to build complex HRM system and accordingly the responsibility is laid on all managers (Rector, Vice-Rector, Chancellor, Dean etc.). Part of the above-mentioned functions (HRM) is performed at operational level, other part at strategic and both (strategic plus operational) levels.

In addition to the above-mentioned, personnel unit implement the following (required) daily activities and functions at operational level:

1. Documentation of employee hiring, transferring and firing in accordance with labor legislation, instructions and rector`s orders.
2. Registering of the staff members.
3. Accepting, filling-out and issue of documents while firing of employee.
4. Processing of documentation defined in regard to the personnel.
5. Formation of the present personnel and applicants/seekers database.
6. Labor relations: Issuing of copies of the orders regarding hiring of employee, order regarding transfer to other workplace, order regarding firing, and other related documents.
7. Issuing of certificate about employment.
8. Authorizing copies of employee documents (those confirming education, training, qualification development, certificate of specialization.
9. Authorizing signature of the employee.
10. Preparation of materials for encouragement and rewarding.
11. Assistance and consulting of employees regarding documents required for granting the pension.
12. Control of orders and decrees regarding issues of working with personnel.
13. Documenting and registering of vocations in accordance with approved schedule.
14. Preparation of all types of reports regarding employees.