

Human Resource Strategy of the University of Akureyri 2011-2014

A tight-knit and strong team

Introduction

The University of Akureyri is an ambitious knowledge community and the knowledge of the University's employees is its greatest resource. The University offers wages comparable to those of other public universities, and an emphasis is placed on creating a motivating and productive work environment where the knowledge and skills of employees are developed and used to their fullest extent. There is an emphasis on offering an exemplary work environment on a newly developed university campus surrounded by the natural beauty of Eyjafjörður.

In accordance with its principal strategy, the University of Akureyri works to create a challenging and personal learning environment where students are the focal point. The University puts an emphasis on strengthening research work and active ties to society, both domestically and abroad. The aim is for the University to become an internationally recognised educational institution that excels in selected academic fields. The University of Akureyri will reach its goals with a tight-knit and strong team of employees where equality serves as a guiding principle in all actions relating to human resources issues.

1. Equality

An emphasis is placed on equality and equal opportunity at the University of Akureyri. Staff members are not discriminated against based on age, gender, race, sexual orientation, disability, nationality, religious or political opinions. The aim is to attain gender balance in management, services, and teaching. All employees shall receive the same opportunities and encouragement to develop in their profession and attain success. Bullying and sexual harassment are not tolerated and an effort is made to work with other institutions in the field of equality in order to disseminate information and knowledge of equality in an awakening and encouraging manner.

Actions	Responsible party	Time
Work according to the Strategy for Gender Equality of the University of Akureyri.	University Council	Continually
Introduce the Policy on Equal Access to Studies and Work at the University of Akureyri.	Student Counsellor	Continually
Complete a status analysis and a plan for improvement for foreign employees, for example, in relation to education for new employees, teaching of Icelandic, continuing education, information dissemination, appointment to committees, etc.	Project Manager of International Relations	Fall 2011
Work according to the Language Policy of the University of Akureyri.	Rector	Continually
Redefine and introduce processes for harassment cases.	Equal Rights Committee / Director of Quality Management	Fall 2011

2. Hiring and reception of new employees

The University of Akureyri wishes to attract qualified employees, taking into consideration professional requirements, values, and needs, in addition to ensuring a purposeful hiring and reception process.

Actions	Responsible party	Time
Define and implement procedures for job analysis and preparation of job descriptions at the beginning of the hiring process. It is important to carry out an analysis and review a job description whether hiring for a new position or transferring employees within UNAK.	Quality Council	Fall 2012
Define and implement a hiring procedure, everything from obtaining applicants to choice of applicant. When a hiring has been made, it is important to prepare a transparent and well reasoned conclusion.	Quality Council	Fall 2012
Define and implement a procedure for receiving new employees. Take into consideration the different needs of the new employee according to whether he or she is a permanent lecturer, a temporary lecturer, a guest lecturer/guest professor, etc.	Quality Council	Partly completed but everything must be finished by spring 2012

3. Management

Good management forms the basis of the University of Akureyri as an efficient organisation. Access to information must be ensured and information flow should be effective.

If a decision must be made on changes to organisation or division of labour, which impose a burden on staff members, care shall always be taken to ensure equality, justice and moderation in the spirit of administrative law and the Government Employees Act. This shall especially be kept in mind and carefully examined when considering the dismissal of an employee.

Actions	Responsible party	Time
Improve information flow at the University. Establish an intranet and increase information accessible to members of staff. Define responsible parties for internal information flow within UNAK.	Director of Quality Management	By end of 2011
Staff meetings during each semester.	Rector	Continually
Define and introduce a formal process for employee complaints and compliments.	Director of Quality Management	By end of 2011
Prepare a handbook for employees and update the handbook, at least annually for each academic year.	Director of Quality Management	By spring 2012
Redefine and develop a system for service requests. Implement in appropriate locations.	Director of Financial, Staff and Administrative Section	By end of 2011
Train administrators in human resource issues and planning.	Rector	Regularly

Carry out regular surveys on the implementation of management.	Quality Council	Continually
Train administrators for employee interviews and ensure that they are carried out.	Quality Council	Regularly

4. Performance appraisal, support, continuing education, and professional development

The University of Akureyri supports employees in achieving success and encourages them to pursue continuing education. An efficient system is used to evaluate performance and an effort is made to ensure that all employees receive equal opportunities for development and are encouraged to make use of those opportunities.

Actions	Responsible party	Time
Hire temporary replacement workers in place of employees who go on leave within the limits allowed by allocation of funds.	Rector / Managing Director	Continually
Use a performance appraisal system (employee interviews, work evaluation, assessment rating).	Rector, Deans, Heads of Faculty, Managing Director, and Directors	Continually
Examine in what manner UNAK can adopt peer evaluation.	Quality Council	Spring 2012
Make use of active teacher and staff exchange and introduce such possibilities within the University.	Project Manager of International Relations	Continually
Ensure the access of the University to the services of a teaching centre where support is offered in the areas of pedagogy and teaching technology.	Director of Quality Management / Director of Academic Administration	Continually
Ensure that a comprehensive plan is in place for custom-designed instruction relating to the work of employees.	Director of Quality Management / Quality Council	Continually
Organise management training where various important processes in personnel management are discussed and define such training as part of the job obligations of administrators.	Quality Council	Continually

5. Work facilities and work environment

The University of Akureyri makes sure that employees can work effectively and are given the necessary facilities and support to do so. An emphasis is placed on fulfilling requirements concerning security, health, and occupational safety. Employees should feel good at the University and look forward to their workday.

Actions	Responsible party	Time
Ensure that work facilities are sufficient as regards equipment and security and make recommendations for improvement where necessary.	Security Committee	As needed
Ensure that employees have a	Managing Director	Fall 2011

shared, comfortable coffee room.		
Make a plan for strengthening support for research and improving research facilities.	Rector	Spring 2012
Make a plan for how to strengthen a supportive and challenging learning and teaching environment and improve teaching facilities.	Quality Council	Spring 2012
Strengthen the collections of the University's Library and Information Services.	Director of Library and Information Services	Continually
Make a plan for strengthening the computer system of UA and the necessary software.	Director of Financial, Staff and Administrative Section	End of 2011
Make a plan for how to encourage employees to improve their health.	Quality Council	Fall 2011
Make a plan for how to strengthen team spirit and improve organisational climate.	Quality Council	Fall 2011

6. Balance between professional and personal life

The University of Akureyri wants employees to have the freedom to find a balance between their professional and personal life. Employees' wishes regarding work arrangement, percentage of full-time equivalent, and taking of holidays are accommodated when possible.

Actions	Responsible party	Time
Hire summer employees to increase flexibility in taking of holidays within the limits allowed by allocation of funds.	Managing Director	Continually
Plan operations so that employees can fill in for each other.	Managing Director	Continually
Make a plan for how to reduce work pressure and stress in the workplace.	Quality Council	Fall 2011
Develop a strategy on achieving balance between employees' professional and personal life.	Rector	Spring 2012

7. End of employment

The University of Akureyri offers flexibility upon end of employment and places an emphasis on maintaining ties with employees who have retired because of age.

Actions	Responsible party	Time
For those interested, offer work facilities for a period after their employment ends, a reduced percentage of full-time equivalent during their last semesters, or the possibility of starting a new job before the end of their term of notice.	Managing Director	Continually
Define how it is possible to maintain ties with employees who retire because of age.	Director of Marketing and Public Relations	Fall 2011