The HRM/HRD Strategic Plan 2082

1.Introduction

The HRM/HRD Strategic Plan serves as the foundational blueprint for achieving academic excellence and research prominence within the Central Department of General Science at Far Western University. This plan aims to cultivate well-motivated, highly skilled, and accountable personnel by systematically developing capacity, enhancing staff welfare, and aligning individual growth with institutional goals.

Governance Context:

- HRM (Human Resource Management) processes, including recruitment, promotion, transfer, and disciplinary actions, shall strictly adhere to the rules, regulations, and service commission guidelines of Far Western University.

- HRD (Human Resource Development) activities, including training, capacity building, and skill upgradation, shall be conceptualized, executed, and monitored by the Department's own Research Cell, which possesses formal approval from the University Executive Council.

The ultimate aim is to empower faculty and staff to execute research and teaching that delivers measurable impacts on regional and national development.

2. VISION FOR HRD

To establish a competent, creative, and highly motivated community of faculty and staff, enabling the department to achieve academic excellence and produce scientific research and student outcomes that contribute effectively to the economic, social, and environmental development of Sudurpaschim Province and Nepal as a whole.

3. GUIDING PRINCIPLES

Principle	Commitment
Meritocracy & Fairness	HRD opportunities shall be awarded based on identified need and potential impact.
Development-Centric	Continuous learning and professional growth shall be embedded in the departmental culture for all employees faculty, laboratory staff, and administrative personnel.
Participatory & Inclusive	Faculty and staff shall be equally involved in planning and feedback. The process shall strictly follow social equity principles, ensuring representation from all genders, regions, and marginalized communities.
Alignment with Goals	Individual growth plans shall be directly linked to the department's academic priorities and FWU's strategic objectives.

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Accountability & Recognition	Performance shall be assessed through fair, multi-source mechanisms, and contributions shall be appropriately recognized through both monetary and non-monetary rewards.
Cost-Effective Development	HRD activities shall maximize impact per rupee spent through cascade training models, collaborative programs, and leveraging open-source/open-access resources.

4. CURRENT HR STATUS & GAP ANALYSIS

4.1 Current Workforce (As of 2081/82)

Category	Sanctioned Posts	Currently Filled	Vacant
Professor	1	1	0
Associate Professor	0	0	0
Assistant Professor	16	15	1
Teaching Assistant	7	7	0
Laboratory Staff (Tech/Non-Tech)	3	2	1
Administrative Staff	5	3	2
Total	31	27	4

4.2 Identified Gaps (Needs Assessment)

Through initial departmental consultation and Research Cell analysis, the following critical gaps have been identified:

Gap Area	Description	Impact
Advanced Technical Training	The rapid evolution of scientific instruments and analytical software has outpaced current staff competency.	Under utilized equipment; dependency on external labs; reduced research output.
Research Grant & Proposal Writing	Limited success in securing extramural funding from UGC Nepal, NAST, and international agencies.	Heavy reliance on university block grants; inability to scale research.
Digital & Automation Skills	Inefficient administrative processes; underuse of MIS/ERP systems; low adoption of open-source teaching tools.	Wasted staff hours; delayed student services; high software licensing costs.
Leadership & Management	Faculty assuming leadership roles (HOD, Committee Chairs) receive no formal training in budgeting, conflict resolution, or strategic planning.	Inefficient meetings; delayed decisions; poor resource allocation.

Performance Feedback Culture	No structured, multi-source feedback mechanism exists. Annual reviews are perfunctory and non-developmental.	Low accountability; stagnation; inability to identify training needs objectively.
Laboratory Maintenance Skills	Reliance on expensive Annual Maintenance Contracts (AMCs) and external technicians for minor repairs.	High recurring expenditure; prolonged equipment downtime.

5. CORE PROVISIONS & ACTION PLAN

5.1 Capacity Development & Training Program

Objective: To systematically enhance the technical, pedagogical, research, and professional competencies of all department personnel through targeted, cost-effective training interventions.

Implementation Authority: Departmental Research Cell (approved by University Executive Council).

5.1.1 Target Groups & Focus Areas

Target Group	Training Focus Areas	Mode of Delivery	Responsible Body	Minimum Frequency
Faculty	Advanced subject knowledge; Modern pedagogy (Blended Learning, OBE, Frugal Lab Design); Research methodology & grant writing; Leadership & communication; Digital tools (AI, Python/R, Reference Managers).	Workshops, Faculty Development Programs (FDPs), National/International Conferences, Collaborative Research Visits.	Departmental Research Cell, University CDC, NAST, UGC Nepal, Collaborating HEIs (TU, PU, etc.)	5 days per year per faculty (minimum)
Laboratory Staff	New equipment operation & troubleshooting; Preventive maintenance; Lab safety (Chemical/biological waste); Inventory management	Hands-on workshops; Vendor-supplied training; Peer-to-peer exchange with other universities; Online certification (Safety, Compliance).	Senior Faculty (Lab In-charge), Research Cell, External Vendors,	Annual refresher (3-5 days)

	software; AMC evaluation skills.		NAST Lab Network.	
Administrative Staff	Office automation (Advanced Excel, Google Workspace); University MIS; Procurement rules & Public Procurement; Communication & public dealing; Record keeping & archiving.	In-house training; University Administration workshops; Online courses (e-governance).	Department Office, University Administration, Research Cell.	Annual mandatory training (3 days)

5.1.2 Implementation Mechanism (Enhanced)

1. **Training Needs Identification:** Annual Training Needs Analysis (TNA) conducted by Research Management committee

   ➢ 360-degree appraisal gap analysis.
   ➢ Departmental strategic priorities.
   ➢ New equipment/technology induction plans.

2. **Annual Training Calendar:** Published by **Ashad end (mid-July)** each year, detailing all planned programs.

3. **Budget Allocation:** Minimum **10% of the department's annual budget** shall be allocated for HRD activities. A separate cost head for "Training & Capacity Building" will be maintained.

4. **Cascade Training Mandate:** Every employee attending external training (beyond 3 days) must conduct a department-level knowledge dissemination session within 2 months. This ensures maximum ROI on training investment.

5. **Collaborative Training Model:** The Research Management committee shall actively partner with:

   ➢ **NAST, UGC Nepal, and ICIMOD** for technical workshops.
   ➢ **TU Central Departments** for joint FDPs.
   ➢ **Local Industries** for applied training.
   ➢ **NHRC, Tribhuvan University**, for research ethics.

6. **Open Source First Policy:** Preference shall be given to training on **open-source software** (Jamovi, QGIS, Python, Zotero) over expensive proprietary alternatives to reduce long-term licensing costs.

5.2 360-Degree Performance Appraisal System

Objective: To implement a comprehensive, fair, and developmental performance review system that provides a well-rounded view of an employee's strengths and areas for improvement.

Scope: Applicable to all faculty and staff (with modified rubrics for non-teaching staff).

5.2.1 Appraisal Cycle

- **Annual Review Cycle:** Nepali FY (Shrawan to Ashadh).
- **Final Report Submission:** By **Jestha 15** to allow for next year's planning.

5.2.2 Stakeholders & Weightage (For Faculty)

Feedback From	Weightage	Purpose/Rationale
Self-Appraisal	15%	Encourages self-reflection, documentation of achievements, and honest gap identification.
Supervisor (HOD/Dean)	30%	Evaluates achievement of annual goals, research output, teaching load management, and administrative duties.
Peers (Department Colleagues)	20%	Assesses teamwork, collaboration in interdisciplinary projects, collegiality, and contribution to departmental activities.
Students	25%	Measures teaching effectiveness (clarity, engagement, accessibility), mentorship quality, and communication. Sample: Minimum 20 student responses per faculty.
Subordinates (if applicable)	10%	For senior roles: Assesses leadership style, delegation, fairness, and support for career growth of junior staff.
Total	100%	

(For Administrative/Lab Staff, a modified rubric with higher weightage for supervisor and user satisfaction will be developed separately.)

5.2.3 Process Flow

Step	Timeline	Activity	Responsibility
1. Goal Setting	Shrawan	Employee and HOD sign a **Performance Agreement** with 3-5 SMART goals aligned to departmental objectives.	Employee + HOD
2. Mid-Year Review	Poush	Informal 30-minute check-in to review progress, identify blockers, and adjust goals if necessary.	Employee + HOD

3. Feedback Collection	Magh	Anonymous, structured digital forms administered via **Google Forms (Year 1-2)** moving to **University HR Portal (by Year 3)**. HOD ensures 100% participation.	HOD + Admin Staff
4. Data Compilation	Falgun	HRD Committee (or designated faculty) compiles anonymous feedback into a summary report. Raw data remains confidential.	HRD Committee
5. Feedback & Counseling	Chaitra-Baishak	HOD meets individually with employee to discuss report, focusing on strengths (reinforce) and development areas (discuss). This is a **developmental conversation**, not a punishment.	HOD + Employee
6. Personal Development Plan (PDP)	Ashad	Based on appraisal discussion, a **Personal Development Plan (PDP)** is co-created, listing 2-3 skill-building priorities for the next year. PDP feeds into the next year's Goal Setting.	Employee + HOD

5.2.4 Use of Appraisal Data (Safeguards & Transparency)

Purpose	Primary/Secondary	Notes
Identify Training Needs	Primary	Aggregate appraisal data (anonymized) will be used by Research Management committee to design the next Annual Training Calendar.
Create Personal Development Plans (PDPs)	Primary	Every employee will have a living PDP document.
Non-Monetary Recognition	Secondary	Consistent top performers shall be recognized through "Best Teacher Award," "Star Performer" certificates, and nomination for advanced training opportunities.
Promotion & Career Progression	Secondary (Informative)	Appraisal summaries will be placed in employee files and may be considered by the Service Commission during promotion, but **the 360-degree score itself is not a direct determinant of promotion** (promotion follows Service Commission criteria).

Punitive Action	Not Permitted (First 3 Years)	**EXCEPTION:** This 360-degree feedback shall **NOT** be used for punitive actions (demotion, salary deduction, termination) during the first three years of implementation, **except in documented cases of gross negligence, proven misconduct, or sustained severe underperformance** where multiple prior counseling sessions have failed. Such cases require HRD Committee review and HOD recommendation.

6. GOVERNANCE & IMPLEMENTATION STRUCTURE

Body	Role & Responsibilities
Departmental HRD Committee (Standing)	- Composition: HOD (Chair), Chairperson Research Management committee, one senior faculty, one lab representative, one admin representative. - Responsibilities: Annual Training Calendar approval, Budget oversight, Review of aggregate appraisal data, Policy interpretation.
Departmental Research Cell	- **Executive Arm for HRD:** Conducts TNA, organizes training programs, manages collaborative partnerships, maintains training records, ensures cascade sessions happen, tracks KPIs.
Head of Department (HOD)	- Ultimately accountable for plan execution. - Allocates budget. - Conducts feedback/counseling sessions. - Signs off on PDPs.
University HR Department	- Provides policy alignment. - Coordinates centrally organized training (e.g., University-wide FDPs). - Maintains official personnel records (for HRM).
University Service Commission	- Sole authority for all **HRM matters:** Recruitment, Promotion, Transfer, Disciplinary Action. The department's HRD plan operates in parallel and does not interfere with Service Commission mandates.

7. MONITORING & EVALUATION

Key Performance Indicators (KPIs)

KPI	Target (Year 3)	Data Source	Frequency

Training Completion Rate	100% faculty & staff meet minimum training days.	Training Attendance Register	Annual
Training Effectiveness Score	Average post-training assessment score >80%.	Pre/Post Tests	Per Training
Cascade Session Compliance	100% of externally trained staff conduct internal session.	Department Records	Quarterly
360-Degree Completion Rate	95% of employees participate fully.	HRD Committee Report	Annual
Employee Satisfaction (Development)	>80% satisfied with opportunities.	Anonymous Survey	Annual
Research Grant Submissions	30% increase over 3 years.	Research Cell Records	Annual
Equipment Downtime	20% reduction in AMC call frequency.	Lab Logbook	Annual

Review Mechanism

- **Quarterly:** Research Cell reviews training progress.
- **Bi-Annually:** HRD Committee reviews KPIs, budget utilization.
- **Annually:** Report presented to Department Council and University HR.

8. BUDGETARY PROVISIONS (Illustrative Template)

A detailed line-item budget will be prepared by the Research Cell and approved by the HOD each fiscal year. Indicative heads:

Budget Head	% of HRD Budget	Description
Training Programs (Workshops/FDPs)	50%	Honorariums to experts, materials, venue, refreshments, travel for resource persons.
Conference Participation Support	15%	Partial registration/travel support for faculty presenting papers (national/international).
Software & Digital Platforms	10%	Open-source preferred; budget for any unavoidable proprietary tools; Google Workspace/Office 365 if not centrally provided.
Collaborative Program Fees	10%	Consortium fees for joint training with TU/NAST; MoU implementation costs.

Lab Maintenance Training	5%	Vendor-specific training for new equipment; specialized safety courses.
Contingency	10%	Emergent/unforeseen training needs.
TOTAL	100%	

9. APPROVAL & AMENDMENT

This Three-Year HRM/HRD Plan (2083/84 – 2085/86) requires:

1. Formal review and approval from the Research Management Cell of the Central Department of General Science (ensuring inclusivity and fairness).

2. Endorsement by the **Equity Committee**

Amendment: This plan shall be reviewed annually by the HRD Committee. Amendments may be proposed to the Department Council and forwarded to the University Executive Council for ratification, ensuring responsiveness to emerging needs and feedback.