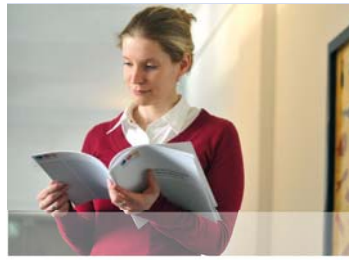




Deutsche Universität für Weiterbildung  
Berlin University for Professional Studies



# Human resource management and organisation change in higher education

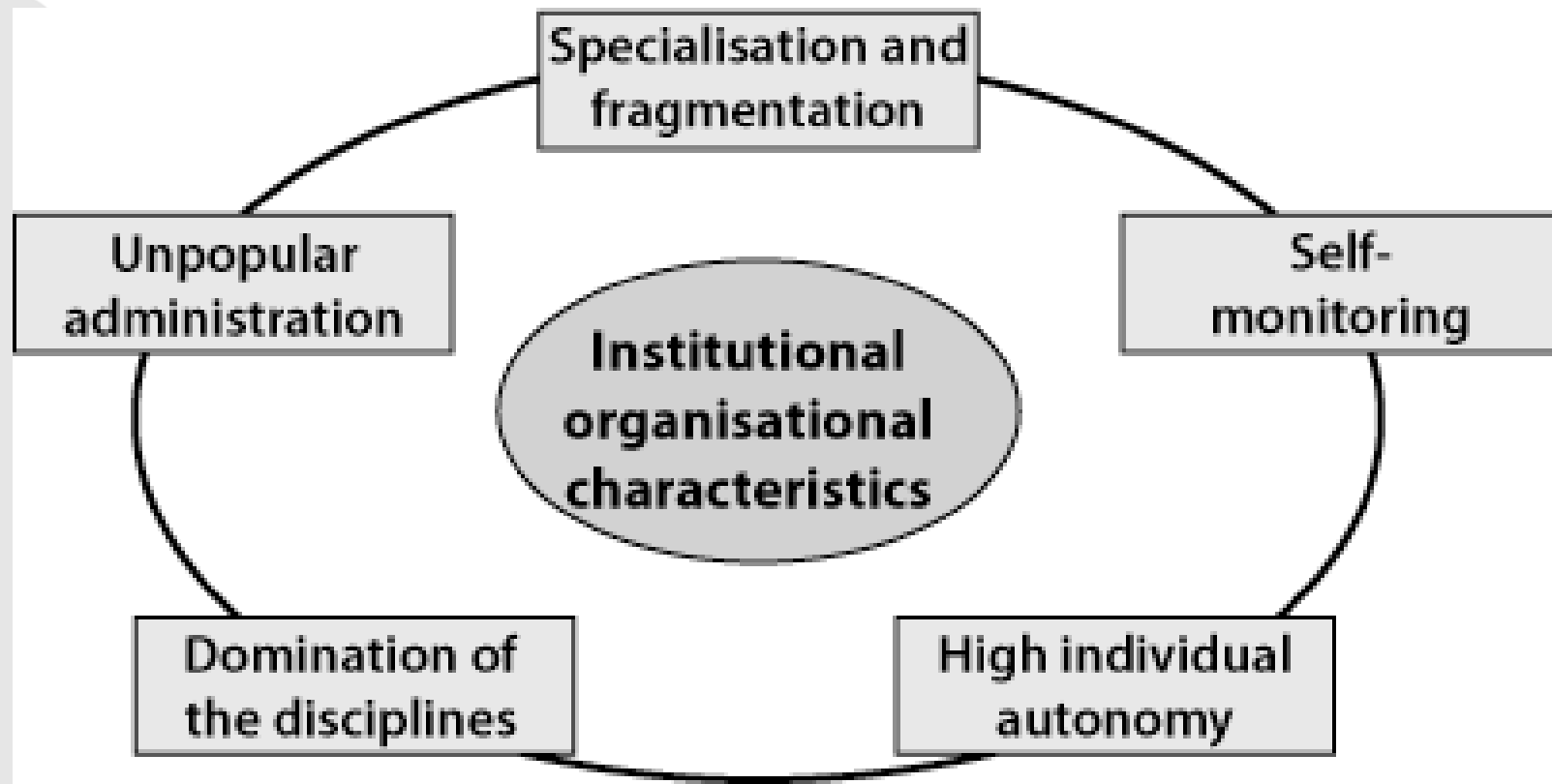
EUMENT-NET Workshop  
8 October 2012 Munich

# Organisation change in higher education

- Development into an organisation
- Different degrees of autonomy
- Tension between individual and institutional autonomy
- Institutional management as motor of institutional autonomy
- Managementisation of academic work

# Universities as professional bureaucracies

- Universities: Fragmented, loosely coupled organisations with individualised performance
- Invisible college as important factor – mobility is success factor
- twofold matrix: organisation and discipline
- professional identity closely linked to discipline, performance reviews follow the logic of the discipline
- Supply oriented - not demand driven, grass root change processes, institutional change extremely difficult
- Change has always been forced from the outside



# The functions of HR-Management

- Personnel Planning and Recruitment
- Performance Review
- Retention
- Personnel Development

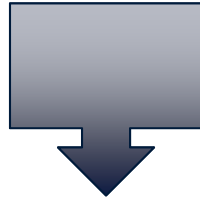
# Mentoring as an instrument of personnel development

- Adequate instrument in higher education
- Professionalisation of an old instrument
- Embeddedness in human resource management
- From pilot projects to institutionalisation

# Mentoring as an instrument of structural change - prerequisites

- Shared understanding
- Strategic goals
- Structures, processes and attitudes
- Individual, team and organization
- Organizational development and staff development

# Structures



- information structures
- communication structures
- decision-making structures
- division of labour into specialised roles, functions and units
- development of units and functions, i.e. comprehensive leadership teams

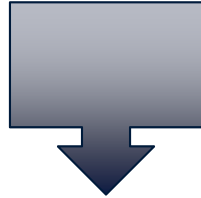


# Processes



- processes of communication
- decision making
- relationships between people
- personnel management and guidance

# Attitudes



- what members of the organisation think and feel with respect to their work and their attitude towards their work
- symbolic and normative management (culture)
- development of an organisational vision
- clear presentation of institutional values



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