

ISMA
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UNIVERSITY OF
APPLIED SCIENCES

ISMA
UNIVERSITY OF APPLIED SCIENCES
HUMAN RESOURCES DEVELOPMENT
STRATEGY
FOR 2024 – 2030

Strategic planning document

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INTRODUCTION

The Human Resources Development Strategy of ISMA University of Applied Sciences (ISMA) for 2024-2030 (HRDS) is a long-term planning document developed on the basis of the Development Strategy of ISMA University of Applied Sciences for 2024-2030, the Development Strategy of ISMA University of Applied Sciences Fergana Branch (Uzbekistan) 2019-2029, as well as in accordance with the vision and mission of ISMA, reflecting the values of ISMA, which are closely related to ISMA's strategic priorities and horizontal directions of action.

Today every higher education institution, including ISMA, is experiencing significant changes related to globalization processes, increasing competition for funding and personnel, as well as rapid development of science, research, innovation and technology, including the implementation of artificial intelligence technology solutions in the world and in Latvia. Therefore, the development of human resources has become one of the main strategies which help and facilitate the adaptation of personnel in the rapidly changing environment.

The aforementioned conditions are the basis for creating a completely new approach and philosophy of human resources development, which is based on lifelong education, continuous development and improvement of personnel. Exactly the rapid changes in tasks, tools and technologies that create a work environment where previously acquired education and qualifications often have to be replaced by new knowledge, new qualifications, or call to implement continuous and permanent updating of skills. Today, to the fore comes the need to implement completely new duties and challenges, which are related to greater management and leadership competencies, as well as competencies to apply modern intelligence tools for analysis, planning, forecasting, modelling and other operational processes.

It should be noted that investments in personnel form the largest part of ISMA's expenses. Human resources are ISMA's most valuable resource, and its value increases every day.

HRDS is designed to make targeted improvements in human resource management processes, including human resource attraction and selection, human resource development and professional growth, human resource retaining and motivating, renewal and succession. The aims and objectives of HRDS are aimed at making maximum use of the strengths of the human resources management processes, minimizing or correcting the weak aspects, while using the opportunities offered by the external environment, avoiding various threats and risks that currently and in the future threaten or could threaten the strategic goal of ISMA achievement and progress towards being more and more actively involved in the European area of higher education and research, as well as developing themselves as a bearer of European wisdom of life in the society.

HRDS has been developed by ISMA working group, in cooperation with ISMA Convention of Advisors, ISMA academic staff, students, and social partners - industry associations and entrepreneurs.

ABBREVIATIONS

BMDA	Baltijas Menedžmenta attīstības asociācija
HRDS	Cilvēkresursu attīstības stratēģija 2024. – 2030. Gadam/ Human Resources Development Strategy for 204-030
CEEMAN	Central and East European Management Development Association
EU	the European Union
ISMA	ISMA University of Applied Sciences
LDDK	Latvijas Darba devēju konfederācija/ Confederation of Employers of Latvia
LIKTA	Latvijas Informācijas un komunikācijas tehnoloģijas asociācija/ Information and Communications Technology Association
LTRK/LCCI	Latvijas Tirdzniecības un rūpniecības kamera/Latvian Chamber of Commerce and Industry
SWOT	Strengths, weaknesses, opportunities and threats analysis

1. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS OF ISMA HUMAN RESOURCE MANAGEMENT PROCESSES

Situational analysis (SWOT), being a part of HRDS process, has been conducted by ISMA working group in order to systematize the influence of strengths and weaknesses (internal factors) and opportunities and threats (external factors) on the further improvement and development of ISMA's human resources management processes.

The SWOT analysis has been performed in compliance with the structure of ISMA human resources management process:

- ❖ Attraction, selection and renewal of human resources;
- ❖ Development and professional growth of human resources;
- ❖ Retaining and motivating of human resources.

ATTRACTION, SELECTION AND RENEWAL OF HUMAN RESOURCES

INTERNAL FACTORS	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ ISMA's internal regulating acts (procedures, regulations) have been developed, which regulate the procedures for competitions for a position of academic staff, as well as the procedure for the election of academic staff. ✓ ISMA Professorship Council of Natural Sciences and Information Technologies. ✓ ISMA Professorship Council of Economics and Management Science. ✓ ISMA Scientific Institute. ✓ Work in a multicultural environment. ✓ One of the most popular and sought-after universities in Latvia, the strategic vision and continuous work on development of which ensure the opportunity to offer not only competitive education based on theoretical knowledge and long-term practical experience, but also to attract new workforce. ✓ Strong reputation as a reputable educational institution capable of attracting highly qualified candidates. ✓ Flexible working hours. ✓ Ability to work remotely. ✓ Annual International Scientific Conferences. ✓ Clearly formulated requirements for lecturers. ✓ Not only the ISMA administration, but also students are involved in personnel selection. ✓ Corporate events and sports activities. ✓ Attracting of ISMA graduates to the staff of the university. ✓ Experienced and knowledgeable managers who can provide mentoring and advice to employees seeking renewal and continuity opportunities. 	<ul style="list-style-type: none"> ✓ The work of the academic staff is mainly performed in English, which requires a very good knowledge of the English language. ✓ Employees with are not provided with a health insurance policy, which, after salary, has already become the main motivational factor in choosing an employer. ✓ Insufficient information about ISMA as an employer. ✓ Human resources development strategy is missing. ✓ Lack of general staff evaluation criteria. ✓ External resources are insufficiently used in the recruitment of human resources. ✓ Students are lazily involved in evaluating of new lecturers.
EXTERNAL FACTORS	
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Availability of the EU structural funds for the attraction of foreign academic staff and new doctoral students. ✓ Publishing of the attention-grabbing information and, if necessary, job advertisements on social media (LinkedIn). ✓ Professional development opportunities both in Latvia and in foreign partner organizations. ✓ Opportunity to realize your ideas or share your experience within the ISMA Business Incubator. ✓ ISMA Fergana Branch (traineeship, lectures, conferences, exhibitions). ✓ Conferences, exhibitions in Latvia and abroad. ✓ LDDK, LTRK, associations (BMDA, CEEMAN, LIKTA). ✓ Cooperation with the business environment (academic + business experience exchange and cooperation). ✓ Technologies to improve recruitment and selection, such as using online job postings and recruitment platforms to expand the reach of potential candidates. ✓ Availability of the EU projects. 	<ul style="list-style-type: none"> ✓ Academic work is not attractive enough, especially for the young generation. ✓ There is no unified strategy for the development of higher education in the country. ✓ The rapid changes taking place in the conditions of globalization have a significant impact on the higher education area, which in turn affects the attraction of new employees in educational institutions. ✓ Competition from other universities and organizations offering similar positions and benefits may limit the ability to attract top talent. ✓ Demographic situation in the country. ✓ Qualified teaching staff gets involved in projects and stop linking their professional activities with the higher education sector, especially in the IT sphere.

DEVELOPMENT AND PROFESSIONAL GROWTH OF HUMAN RESOURCES

INTERNAL FACTORS	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ Active involvement in the implementation of the Erasmus + programme. ✓ High performance culture which supports employee development and is the basis for good work results. ✓ Professional competence development courses, seminars, conferences, traineeships, as well as exchange of experience. ✓ Support for professional development. ✓ Large internal intellectual capital base. ✓ Business incubator lectures and seminars, exchange of experience. ✓ Annual International Scientific Conferences. ✓ ISMA journal "Economics and Education" is indexed in the Copernicus database. ✓ Acquiring education by combining it with work. ✓ Initiative support. ✓ The team of experienced and knowledgeable faculty who can provide mentoring and guidance to staff seeking professional development. ✓ ISMA Professorship Council of Natural Sciences and Information Technologies. ✓ ISMA Professorship Council of Economics and Management Science. ✓ ISMA Scientific Institute. 	<ul style="list-style-type: none"> ✓ Human resource development activities are not purposefully planned and coordinated. ✓ Insufficient funding for development activities, incl. scientific publications, as a result of which staff development has been directed to the staff's own control. ✓ There is a lack of clear professional growth prospects. ✓ ISMA journals and conference proceedings are not indexed in the SCOPUS or Web of Science Core Collection databases or included in the ERIH+ database. ✓ Students are lazily involved in the semester evaluation of lecturers. ✓ Lecturers are busy with academic and administrative work.
EXTERNAL FACTORS	
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Availability of funding from the EU structural funds intended for exchange of experience and professional development. ✓ Sufficiently large external offer for cooperation and personnel training, including the EU funds for exchange of experience and professional development. ✓ Strengthening of cooperation with promotion councils of other universities, stimulating of the teaching staff to regularly publish articles in cited sources and obtain a doctorate degree. ✓ Collaboration with other educational institutions or companies to expand their professional development offering and provide employees with access to a wider range of resources. ✓ Leveraging the alumni network to provide mentoring and guidance to employees seeking professional development. ✓ In cooperation with other universities, organizing of international conferences and including of collections of articles in citation databases. 	<ul style="list-style-type: none"> ✓ Not being able to match Latvia's largest universities and foreign universities in terms of employee growth and the quality of professional qualifications, which may be more and more difficult to overcome the growing competition in the future. ✓ Laws and regulations at the national level change frequently. ✓ Rapid entry of artificial intelligence into the higher education area. ✓ Economic conditions may affect ISMA's ability to fund professional development opportunities, which may limit the number of opportunities available to employees. ✓ Participation in conferences and publication of articles in internationally recognized publications are very expensive. ✓ Staff burnout.

RETAINING AND MOTIVATING OF HUMAN RESOURCES

INTERNAL FACTORS	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ Individual approach of ISMA administration to each employee. ✓ Flexible work schedule. ✓ Flexible work environment. ✓ United friendly team. ✓ Ability to perform work duties remotely, which significantly saves personnel's time and financial resources. ✓ Long summer vacation for the academic staff. ✓ Participation in Erasmus+ and other projects. ✓ Participation in scientific research projects. ✓ Openness to discussions and discussing new ideas. ✓ Free of charge education for employees' children at ISMA secondary school Premiers. ✓ Corporate events and sports activities. ✓ Professional growth and development opportunities which can motivate employees to continue their learning and improving. ✓ Work at ISMA Fergana (Uzbekistan) Branch. 	<ul style="list-style-type: none"> ✓ Employees are not offered a health insurance policy. ✓ No bonuses are paid. ✓ Insufficient funding for scientific publications and other activities, which slows down career growth. ✓ Lecturers are busy with academic and administrative work. ✓ Lack of general criteria for staff evaluation.
EXTERNAL FACTORS	
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Engagement of external experts and consultants to reduce staff burnout syndrome. ✓ The intellectual and technological environment of ISMA allows the academic staff to use various modern technology tools for the implementation of teaching methods. ✓ The reducing number of universities. ✓ Decrease in inflation. ✓ Increasing recognition of ISMA in the international higher education area. 	<ul style="list-style-type: none"> ✓ Inability of students to cover their tuition fees, which results in insufficient funding for solving of salary problems and creating of a bonus system, which can significantly affect the renewal and retention of personnel, as mobility opportunities increase. ✓ Staff burnout. ✓ Other universities and organizations may offer more attractive compensation packages or professional development opportunities, which may make it difficult for ISMA to retain top talent. ✓ Changes in education may require staff to have different skills and competencies, which may require ISMA to adapt its professional development offerings to remain relevant. ✓ There are few state grants and projects in Latvia. ✓ Publishing houses are not interested in publishing textbooks in Latvian.

2. ISMA VISION AND HUMAN RESOURCES DEVELOPMENT MISSION

VISION

ISMA UNIVERSITY OF APPLIED SCIENCES IS INTERNATIONALLY RECOGNISED, MULTICULTURAL AND DYNAMIC PRIVATE HIGHER EDUCATIONAL INSTITUTION IN THE LATVIAN AND EUROPEAN HIGHER EDUCATION AREA, WHICH IS CHARACTERISED BY EXCELLENCE IN EDUCATION, EXCELLENCE IN RESEARCH AND EXCELLENCE IN INNOVATION.

MISSION

MISSION OF ISMA UNIVERSITY OF APPLIED SCIENCES IN HUMAN RESOURCES DEVELOPMENT IS TO PROVIDE EACH OUR PEOPLE WITH THE OPPORTUNITY TO IMPROVE AND DEVELOP IN ORDER TO ACHIEVE THEIR HIGHEST POTENTIAL IN THE WORK AND PERSONAL FIELDS, ALSO PROVIDING A SIGNIFICANT CONTRIBUTION TO THE DEVELOPMENT OF ISMA.

STRATEGIC SPECIALISATION

ISMA IS A PRIVATE UNIVERSITY OF APPLIED SCIENCES WHICH, ACCORDING TO THE DECISIONS OF THE BOARD OF ITS FOUNDER AS "IZGLĪTĪBAS NAMS", SPECIALIZES IN ACADEMIC AND SCIENTIFIC WORK IN THE FIELDS OF NATURAL SCIENCES AND SOCIAL SCIENCES.

3. ISMA HUMAN RESOURCE DEVELOPMENT STRATEGIC PRIORITIES, AIMS, OBJECTIVES AND ACHIEVABLE RESULTS

Priority PR.1. ATTRACTION, SELECTION AND RETENTION OF HUMAN RESOURCES

Priority PR.1. description of processes:

ATTRACTION OF HUMAN RESOURCES – measures for providing information and creating interest in establishing a possible working relationship with ISMA. The cornerstone of attracting talented human resources is an appropriate corporate culture and ensuring of internal communication. This means that any potential candidate can be attracted to an internal culture based on a more special or candidate-friendly approach than another employer' one. At the same time, in order to attract the desired human resources, it is necessary to purposefully create and maintain the internal and external image of ISMA. Reviews about ISMA as an employer, which are available through informal communication and social networks, are of great importance for building the image of ISMA. According to the latest research in the field of human resources attraction, 75% of candidates research the brand of a potential employer before applying for a job, while 52% first look at the company's website and social media, so it is extremely important to do everything possible to maximize these communication channels and the level of publicly available reviews, thus increasing the reach and credibility of ISMA.

SELECTION OF HUMAN RESOURCES – process of purposefully selecting the most suitable applicant to fill a specific vacancy. The selection process has become more dynamic nowadays, and the evaluation methods used in the selection process are used in various combinations in order to evaluate the applicant's personality characteristics, competences, values and development potential as best as possible. The selection process usually takes place in several rounds using different applicant selection methods, e.g. evaluation of submitted documents (i.e. CV validation check), as a result of which applicants are selected to be forwarded to the next round of selection. In order to more accurately evaluate and select the most suitable applicant, it is recommended to use not only the classical or informational interview in the subsequent rounds of selection, but also to use other types of evaluation methods, such as situation modelling interviews, competency interviews, values-based interviews. The task of the selection process at ISMA is to find the most suitable candidate for the specific position from the available applicants.

RENEWAL OF HUMAN RESOURCES – process in which the knowledge and skills accumulated and developed by older employees are transferred to younger employees (successors) with the aim of preserving the intellectual capital created and developed by ISMA. At the same time, attention should be paid to the factor that new generation employees demand more flexibility, wellness benefits and authenticity from their employers. This means that ISMA must promote a more inclusive work environment that cares about health (both mental and physical) as well as sustainability (the ability of an entity or system to create the conditions for long-term, balanced self-development). The renewal envisages targeted actions for changes in the age structure of employees, stimulating the attraction, integration and training of younger employees, mainly using the mentoring or work training approach.

<i>Aim. Objective No.</i>	<i>Priority tasks</i>	<i>Responsible</i>	<i>Term</i>	<i>Outcome</i>
<u>Priority aim PR.1.A.1.</u>				
In the higher education environment ISMA is associated with an attractive employer image and offer, which gives the opportunity to attract a wider number of applicants for vacant positions.				
A.1.O.1.	Develop a communication plan that ensures the image of ISMA as an attractive employer.	ISMA Marketing Department	06. 2024.	A communication plan has been developed to improve the recognition of the ISMA brand and image.
A.1.O.2.	Make additions to the ISMA website in accordance with the developed communication plan.	ISMA Marketing Department	Regularly, starting from 06. 2024.	The most topical information is always available on the ISMA website
A.1.O.3.	Formulate an easy-to-understand, clearly structured, easily viewed, written in understandable language ISMA job offer, indicating the privileges which a candidate will get, as well as clear remuneration and job duties, while at the same time making it stand out among other job offers.	ISMA Personnel Department ISMA Marketing Department	If necessary	ISMA job offer is clearly formulated for all interested parties.

Priority aim PR.1.A.2.

Improved ISMA human resources attraction process				
A.2.0.1.	Develop methodological recommendations for the approach to attracting human resources	ISMA Personnel Department	06. 2025.	Methodological recommendations for the approach to attracting human resources to ISMA have been developed.
A.2.0.2.	Introduce unified human resources attraction indicators and analysis of the implementation of principles.	ISMA Personnel Department	Regularly, starting from 06. 2025.	A regular analysis of the implementation of indicators and principles of human resource attraction is taking place.
A.2.0.3.	Initiate human resource attraction measures in accordance with the developed methodological recommendations and the good practice of ISMA structural units.	ISMA Personnel Department Other ISMA structural units	Regularly, starting from 06. 2025.	A unified approach and main principles for attracting human resources to ISMA in Latvia and abroad have been introduced.
A.2.0.4.	Promote the involvement of ISMA Heads of study directions and Directors of study programmes in the attracting of foreign teaching staff.	ISMA Administration ISMA Personnel Department	09. 2024.	The number of foreign teaching staff has increased by 5%.

Priority aim PR.1.A.3.				
Uniform, efficient and understandable personnel selection procedure, which ensures the necessary amount and capacity of highly professional employees.				
A.3.0.1.	Develop a uniform personnel selection procedure and the necessary documentation	ISMA Administration ISMA Personnel Department	01. 2025.	A uniform personnel selection procedure and the necessary documentation have been developed.
A.3.0.2.	Develop a unified and modern training programme for managers involved in the personnel selection process.	ISMA Administration ISMA Personnel Department	01. 2025.	A training programme for the managers involved in the personnel selection process has been developed.
A.3.0.3.	Inform and train the managers involved in the personnel selection process about the methods applied in the personnel selection process (informative interview, situation modelling interview, competency interview, value-based interview, etc.)	ISMA Administration ISMA Personnel Department	Regularly, starting from 01. 2025.	The managers involved in the personnel selection process are trained on the methods applied in the personnel selection process (informative interview, situation modelling interview, competency interview, value-based interview, etc.)

Priority aim PR.1.A.4.

Succession of knowledge is ensured, which contributes to the gradual change of generations, as well as the attraction of the most talented ISMA graduates for building an academic career.

A.4.O.1.	Develop renewal principles and define the performance indicators evaluation system.	ISMA Scientific Institute ISMA Personnel Department	06. 2025.	A renewal system with a clear approach, principles and criteria. Renewal system indicators.
A.4.O.2.	Start the implementation of the renewal system.	ISMA Scientific Institute ISMA Personnel Department	Starting from 06. 2025.	Application of the renewal system indicators.
A.4.O.3.	Define the high performance criteria of ISMA graduates	ISMA Administration ISMA Personnel Department	06. 2025.	The high performance criteria of ISMA graduates are defined precisely and comprehensibly to all.
A.4.O.4.	Develop a support system for starting a career (scholarship, support for scientific activities).	ISMA Administration ISMA Personnel Department	06. 2025.	Support programme for the most talented graduates for starting academic career.

Priority PR.2. DEVELOPMENT AND PROFESSIONAL GROWTH OF HUMAN REOURCES

Priority PR.2. description of processes:

DEVELOPMENT OF HUMAN RESOURCES - measures for developing existing skills, knowledge and competences of employees or acquiring new ones. ISMA believes that true employee development begins when it is part of the culture of the institution. And it is not always connected with large financial investments, but rather with the ability to use the right methods, to see the need, to see the potential and the desire to act. The existing knowledge, skills and competences of ISMA employees can be developed in two ways - by strengthening and deepening the already existing strengths and improving the insufficiently developed skills, knowledge and competences. The development of an employee can take place within the existing position, as well as by predicting and planning the possible career development of the employee.

PROFESSIONAL GROWTH OF EMPLOYEES - process in which the career or professional development of an employee is gradually progressing. The directions of professional growth can be different - vertical, climbing up the career ladder, or horizontal, expanding and diversifying skills, their diversity, depth, learning new areas of activity. At the same time, ISMA believes that when analysing the package of competencies required for academic staff, a series of new priorities are highlighted, which should be given special attention: developing emotional intelligence, formation of skills and characteristics for work in a multicultural environment, developing skills for working in the employee diversity environment.

<i>Aim. Objective No.</i>	<i>Priority tasks</i>	<i>Responsible</i>	<i>Term</i>	<i>Outcome</i>
<u>Priority aim. PR.2.A.1.</u>				
Regular analysis of the knowledge and skills needs of employees, thus giving employees the opportunity to ensure high-quality implementation of the study process and excellent research, as well as to solve problems in work processes and optimally respond to new changes in work requirements.				
A.1.O.1.	Develop and implement purposefully conducted group discussions are held as one of the tools for determining the knowledge and skills needs of the employees.	ISMA Administration ISMA Personnel Department	01. 2025.	Purposefully conducted group discussions are held as one of the tools for determining the knowledge and skills needs of the employees.
A.1.O.2.	Implement personal interviews to determine the employee's knowledge and skill needs.	ISMA Administration ISMA Personnel Department	01. 2025.	Personal interviews to determine the employee's knowledge and skill needs.
A.1.O.3.	Develop an analysis and evaluation system for group discussions and personal interviews.	ISMA Personnel Department	01. 2025.	A unified, result-oriented analysis and evaluation system of group discussions and personal interviews.
A.1.O.3.	Develop and implement a methodology for creating an individual professional development plan for each employee, according to the results of analysis and evaluation of group discussions and personal interviews.	ISMA Administration ISMA Personnel Department	01. 2025.	The procedure for preparing an individual professional development plan for each employee has been introduced.

Priority aim. PR.2.A.2.

Systematic improvement of pedagogical growth of ISMA lecturers.

A.2.O.1.	Ensure the continuing education of lecturers, as well as the pedagogical growth of new lecturers.	ISMA Administration ISMA Personnel Department	06. 2024.	ISMA lecturers, according to their needs, are provided with everything necessary for the improvement of pedagogical growth.
A.2.O.2.	Improve and expand the annual ISMA scientific methodological conference "Open Learning and Distance Education", the purpose of which is to share ISMA's experience with Latvian and foreign universities and other organizations on the development of pedagogical competence.	ISMA Vice-rector for Science	Regularly, starting from 02. 2024.	ISMA annual Scientific and Methodological Conference "Open Learning and Distance Education"
A.2.O.3.	Improve and activate traineeship of ISMA staff within the ERASMUS + project.	ISMA Personnel Department ISMA International Relations Department	Regularly, starting from 02. 2024.	Active traineeship of ISMA staff within the ERASMUS + project.
A.2.O.4.	Promote the work capacity of ISMA Career Centre by providing a wider and more relevant offer of learning programmes for professional continuing education and professional development of personnel.	ISMA Career Centre ISMA Personnel Department	01. 2025.	Professional continuing education and professional development educational programmes have been developed and licensed.

Priority PR.3. RETAINING AND MOTIVATING OF HUMAN RESOURCES

Priority PR.2. description of processes:

RETAINING OF EMPLOYEES measures to ensure the stability of the basic composition of employees, ensuring that employees not only do not leave the organization, but also are sufficiently loyal to the employer and with a rather high level of motivation. One of the most important aspects for the retaining of ISMA employees is the remuneration system and the performance management system: the remuneration system includes financial and non-financial incentives for employees, while the performance management system with its connection to

employee development and professional development includes tools positively influencing employee motivation and job satisfaction.

MOTIVATING OF EMPLOYEES a set of measures that promote internal and external, conscious and unconscious activity of employees in order to stimulate employees to act and strive for a specific goal. It is a key element that motivates employees to set a goal and make efforts to achieve it in a wide variety of areas. It is motivation that encourages you to do more than what is required, to invest in the growth of the institution and to make efforts to initiate new ideas. This is the reason for the active presence of employees in the institution and concern for its growth. Today, the division into categories is most often used: conscious and unconscious factors. Conscious factors: compensation, working conditions, health and life insurance, sports and recreation opportunities, payment of transportation expenses, etc.

<i>Aim. Objective No.</i>	<i>Priority tasks</i>	<i>Responsible</i>	<i>Term</i>	<i>Outcome</i>
<u>Priority aim PR.3.A.1.</u>				
ISMA is able to retain employees whose skills and knowledge are important for ensuring a high-quality study process and scientific research, as well as maintain a sufficiently high level of their job satisfaction and motivation.				
A.1.O.1.	Develop a personnel performance management system to improve the effectiveness and quality of work achievements.	ISMA Administration ISMA Personnel Department	01. 2026.	ISMA personnel (general and academic) performance management system has been developed and implemented.
A.1.O.1.2.	Train the Heads of ISMA structural units in the use of the personnel performance management system.	ISMA Administration ISMA Personnel Department	01. 2026.	Trainings for the Heads of ISMA structural units are held.
A.1.O.1.3.	Train ISMA personnel (general and academic) in the use of the personnel performance management system.	ISMA Personnel Department	01. 2026.	ISMA personnel (general and academic) performance management system is implemented.

Priority aim PR.3.A.2.

Clear, comprehensible and result-oriented remuneration system.

A.2.0.1.	Develop proposals for linking performance evaluation and remuneration for ISMA's general staff.	ISMA Administration ISMA Personnel Department	06. 2025.	The motivation of ISMA's general staff is improved.
A.2.0.2.	Develop proposals for linking performance evaluation and remuneration for ISMA academic staff.	ISMA Administration ISMA Personnel Department	06. 2025.	The motivation of ISMA's academic staff is improved.
A.2.0.3.	Implement the updated remuneration system in all ISMA structural units, including in foreign branches and representative offices.	ISMA Personnel Department ISMA International Relations Department	01. 2026.	Uniform remuneration system in all ISMA structural units, including in foreign branches and representative offices.

Priority aim PR.3.A.3.

ISMA can be proud of the motivating and creativity-stimulating work environment.

A.3.0.1.	Develop the methodology of staff satisfaction survey for future regular use.	ISMA Administration ISMA Personnel Department	06. 2026.	The methodology of the ISMA staff satisfaction survey has been developed.
A.3.0.2.	Conduct staff satisfaction survey at least once every two years.	ISMA Administration ISMA Personnel Department	Regularly, starting from 06. 2026.	Staff satisfaction survey is conducted at least once every two years.
A.3.0.3.	Determine procedures for analysing and communicating the results of the staff satisfaction survey, as well as for the development and implementation of an individualized staff motivation plan.	ISMA Personnel Department ISMA International Relations Department	06. 2026.	In accordance with the analysis of the results of the staff satisfaction survey, feedback is provided to the ISMA staff, and measures are taken to improve the working environment.

4. STRATEGY IMPLEMENTATION AND MANAGEMENT

The regulations of ISMA HRDS are applicable to the extent that they are not limited by other external regulatory acts in force. If the conditions different from the ones in HRDS are defined in external regulatory acts, then the procedure specified in the external regulatory acts is applied and the relevant HRDS condition, which is in conflict with the condition of the external regulatory acts, becomes invalid.

HRDS management and implementation supervision is performed by ISMA Rector in compliance with the Law on Higher Education Institutions. HRDS implementation is ensured by ISMA staff in cooperation with other ISMA structural units.

The HRDS is available to employees and is published on the ISMA website.

The ISMA HRDS enters into force upon its approval by ISMA Senate.