**Strategic Plan 2014-2018**

**3. Staff Experience**

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| **GOAL** | **OBJECTIVES** | **TARGET DATE** | **RESPONSIBILITY** | **RESOURCES REQUIRED** | **INDICTORS OF SUCCESS** |
| **3.1 To attract, recruit and retain staff who provide added value to the organisation in line with our mission statement and core values (continuous improvement, creativity, innovation)** | **3.1.1 Increase the current proportion of academic staff with doctoral qualifications;** | **Continuous** |  |  |  |
| **3.1.2 Maintain a diversity of staff in terms of nationality and ethnic backgrounds;** | **Continuous** |  |  |  |
| **3.2 To provide an organizational environment that is conducive to accontability, empowerment, self-reflection, evaluation, continuous improvement, transparency and supporting a learning organisation.** | **3.2.1 Develop and implement an annual staff development plan that will contribute to increasing organizational performance;** |  |  |  |  |
| **3.2.2 Identify and provide opportunities for the continuous development of all staff;** | **Continuous** |  |  |  |
| **3.2.3 To review the HR Manual;** |  |  |  |  |
| **3.2.4 Generate a policy that provides cover for key personnel;** |  |  |  |  |
| **3.2.5 Review of staff Terms of Reference;** |  |  |  |  |
| **3.2.6 Create Communities of Practice between Faculties and Depts.;** |  |  |  |  |
|  | **3.2.7 Review of Staff Satisfaction Form;** |  |  |  |  |
| **SWOT ANALYSIS MAY 2012****Points raised; Staff satisfaction questionnaire, update HR Manual, cover for key personnel, more inter/dept. cooperation, faculties to become more autonomous ie photo copying policy, increase the number of administrators,**  |