

Abstract

This Study is a descriptive and exploratory study as it seeks to evaluate and identify the weaknesses of current HRM system in Birzeit University and to identify the main core competencies needed to serve as a base for a competency-based HR management system, including all Birzeit University HRD functions. In order to reach these objectives, focus group, semi structured interviews and survey. Focus group was moderated by a professional and neutral moderator, whereas interviews were carried out personally in order to clarify some points and validate results from focus groups.

The findings of this study indicates that Birzeit University suffers from deficiencies in the four main HR functions, and this due to the absence of integrity between these functions and using a job description-based HRM system. There is a gap between what is mentioned in HRD's mission and its vision statements and what actually is provided to employees which causes frustration from the current system. I've concluded that current system doesn't support the University's vision, mission and culture; BZU also has no strategic plan since 2008. HRD is not included in the top level decision-making nor plays a strategic role.

This study tried to find solutions for earlier mentioned deficiencies and to develop and adopt a system which can support the integration of the main four human resource functions, improve

job satisfaction and employee retention, change the role of the HR to a new role as a strategic business unit. This study identified the main core competencies needed to adopt this system, practical implications of the competency-based system, and recommendations which serve as a road map for implementing a competency-based HR management system in BZU.