



HUMAN RESOURCE DIRECTORATE
DOW UNIVERSITY OF HEALTH SCIENCES

STRATEGIC PLAN (2024 – 2027)

Pioneering Excellence | Inspiring Innovation



To Heal | To Educate | To Discover

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TABLE OF CONTENTS

Director's Message	5
Executive Summary	6
About The Department.....	7
Introduction & Overview.....	8
Organogram.....	10
Section I: Overview of the Strategic Planning Process	11
Section II: Vision, Mission, and Values	13
Section III: Strategic Goals.....	15
Objectives, OKRs & KPIs.....	16
Section IV: Resource Planning for Achieving Strategic Goals.....	23
Section V: Implementation and Monitoring of Strategic Plan.....	24
Section VI: List of Appendices:	25
A: SWOT Analysis.....	26
B: TOWS Matrix.....	28

DIRECTOR'S MESSAGE

Dow University of Health Sciences (DUHS) has always been driven by a passion for Healthcare Education, Innovation, and a commitment to excellence. It is this relentless pursuit of growth and improvement that has brought us to where we are today.

We focus on transforming DUHS into a worldwide leader in academic healthcare, and we're building a forward-thinking HR framework that embraces global best practices, drives innovation, and prioritizes employee excellence.

Our key priorities include:

- Talent Acquisition by leveraging diverse recruitment channels, competency-based interviewing, and streamlined onboarding processes to attract and select the best talent.
- Workforce Development: Investing in continuous learning and development programs, performance management, leadership development initiatives, and cross-functional training to enhance employee capabilities.
- Employee Engagement by fostering a culture of recognition, feedback, and open communication through regular pulse surveys, recognition programs, employee wellness initiatives, and diversity, equity, and inclusion strategies.

As we look ahead, let us continue to foster a culture of collaboration and inclusivity by following internationally recognized practices. Let us empower one another to think boldly, wisely with thoughtfulness to explore new possibilities. Together, we can overcome any obstacle and achieve even greater success for DUHS.

Thank you for your continued dedication and commitment. I am honored to lead such an exceptional strategic transformation for one of the largest public sector organizations heading towards better and more productive Academic and Healthcare services.

Pir Muddasir Ali Shah

EXECUTIVE SUMMARY

Human Resource Directorate plays a critical role in all Successful Organizations, at DUHS HR Directorate was established in last Quarter of 2019 on the decision of the Syndicate of the Dow University of Health Sciences taken in its 78th Meeting vide Resolution/Decision No: Syn-78/13.07.2019/Item-16, ratified establishment of Human Resource Directorate at Dow University of Health Sciences, Karachi.

DUHS has inherent challenges based on historical reasons as well as in compliance with being a Public Sector organization, however, it also has many possibilities being an Autonomous body with its own Act and Statues. Presently, the Organization is running multiple employment systems, i.e., Regular, Long-Term Contract and Contingency workforce, which has hindered the organization from bringing workforce Harmony and alignment, leading to high employee turnover as well as mismatch of employee compensation and benefits to attract, retain and provide career growth to employees.

Over the last three years, many strategic HR initiatives have been started, however, as we carry a long history of absence of Human Resource function these initiatives are taking longer than expected time for implementation as well as certain legal formalities and compliances. However, HR Directorate is committed to implementing internationally benchmarked HR practices, focusing on boosting employee engagement via globally recognized frameworks, market-aligned compensation structures and transparent & merit-based performance management systems.

HR already introduced the Code of Professional Conduct, Pay for Performance initiatives, Performance Management and Promotion Policy to track out progress and identify areas of improvement to achieve the overall strategic goals of DUHS. Enhance employee training experience by introducing various training initiatives and continuing employee development programs to make DUHS a learning organization.

ABOUT THE DEPARTMENT

Human Resources Directorate at DUHS strives to create a dynamic, inclusive, and globally competitive work environment in today's fast-paced, interconnected world where organizations face complex HR challenges, including:

- * Talent acquisition and retention of workforce across the region.
- * Diversity, equity, and inclusion initiatives.
- * Cultural agility and adaptability.
- * Remote work and virtual team management.
- * Digital transformation and continuously developing AI tools.
- * Compliance with international labor laws and regulations.

To address these challenges, the HR Directorate is committed to adopting and integrating advanced technologies, especially AI tools for talent acquisition and employee engagement initiatives, while keeping them aligned with global HR practices and innovations.

Here we give a brief overview of the following:

- Accomplishments of Human Resource Directorate
- Sections of Human Resource Directorate
- Organizational Structure

INTRODUCTION & OVERVIEW

Accomplishments of Human Resource Directorate

NEW POLICIES INTRODUCE BY HUMAN RESOURCE DIRECTORATE		
S. No.	Description	Ref. #
1.	DUHS Code of Professional Conduct	DUHS/COPC - 2021
2.	DUHS Performance Management & Promotion Policy	DUHS/Reg/2021/12-33
3.	DUHS Long Term Contracts Policy	DUHS/Reg/2021/12-32
4.	DUHS Employees Sanctioned Strength (Budget 2023-2024)	DUHS/HR Budget 2023-2024
5.	DUHS Organizational Structures(Budget 2023-2024)	DUHS/HR Budget 2023-2024
6.	Attendance Automation – Implementation of Time Trax	
7.	Performance Based Incentive Policy (DIR, DDRRL & DUH)	

NEW DEPARTMENTS / DIRECTORATES ESTABLISH AT DUHS		
S. No.	Names of Departments / Directorates	Scope of Work
1.	Alumni, Marketing & Communications	<ul style="list-style-type: none"> • Improve Reputation & Visibility • Attract Students & Create better awareness • Alumni Engagement & Facilitation • Community Outreach & CSR Initiatives
2.	Digital Learning Centre / Digital Library & SMART Classrooms	<ul style="list-style-type: none"> • Accessibility & Flexibility • Cost Effective to Supplement learning • Continuous Learning & Development

3.	DOW Skills Development Centre	<ul style="list-style-type: none"> Digital Literacy Training = 1194 Training Hours No of Employee upskilled = 127 Soft Skills Training = 4873 Training Hours No of employee Upskilled = 368
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NEW PROJECTS INITIATIVES & PROGRAMS	
S. No.	Description
1.	Establishment of Contact Centre at DUH for Healthcare Services
2.	Digital Literacy Training for DUHS Staff to cover another batch of 100 employees (80 Hours Course for 20 days)
3.	Soft Skills Training for DUHS Staff to cover another batch of 150 employees (06 Training Sessions in 06 days)
4.	Exploring possibilities for digitization of recruitment Cycle/Employee Contracts management, Medical Insurance and back-end processes.

Sections of Human Resource Directorate



Talent Acquisition



Organizational Development



Establishment



Contracts and Employee Records



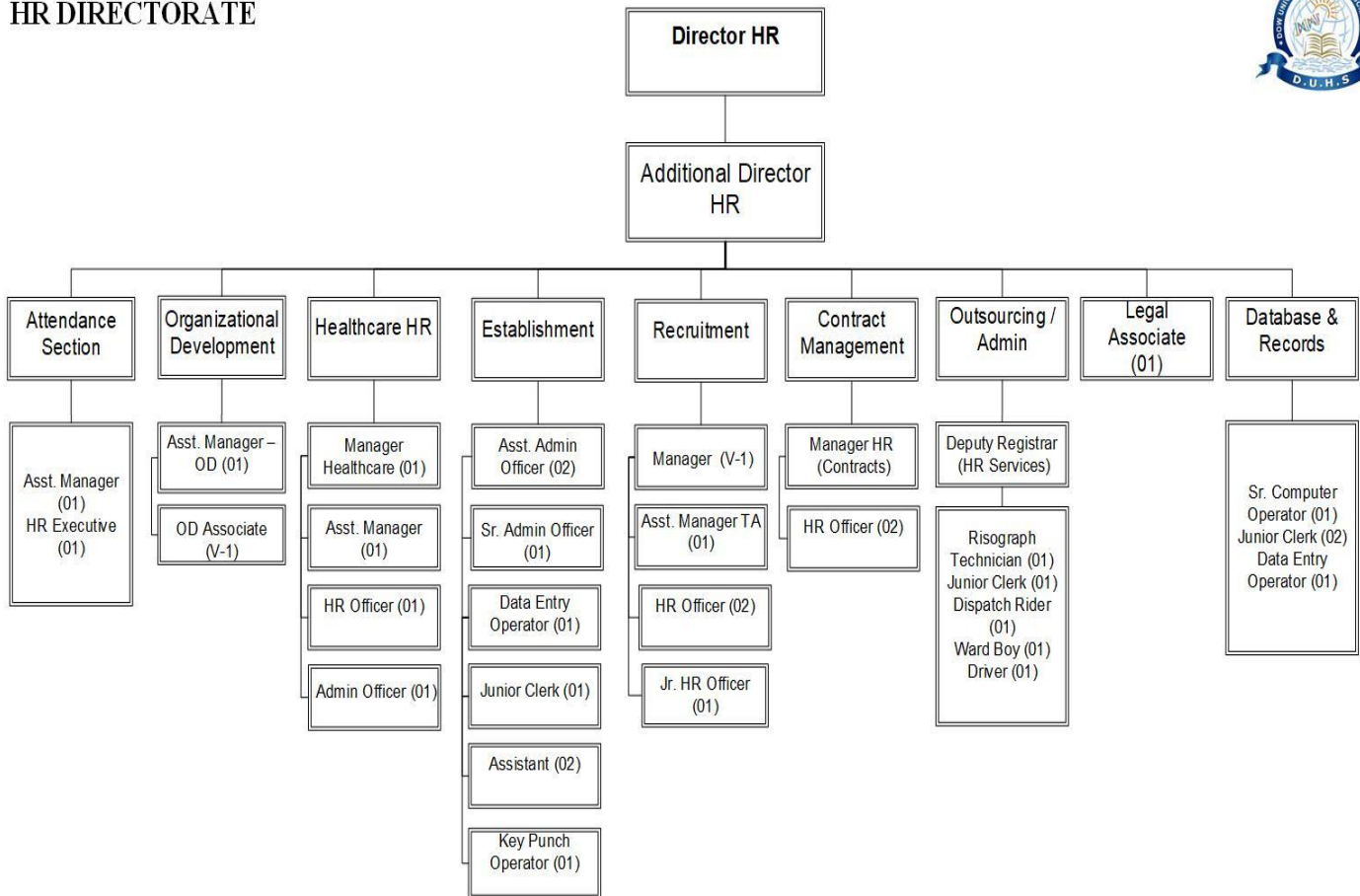
Outsourcing



Attendance

ORGANOGRAM

HR DIRECTORATE



Prepared by _____

Reviewed by _____

Recommended by _____

Approved by _____

Dow University of Health Sciences - Human Resource Directorate

SECTION I: OVERVIEW OF THE STRATEGIC PLAN PROCESS

OVERVIEW STRATEGIC PLANNING PROCESS- DUHS – HR Directorate				
S. No.	University Goals & Actions	Lead	Supporting Entities	Progress Status
MISSION: OTHER				
1.	Establish an Office of Strategic Development & Implementation (OSDI)	VC Office	HR	COMPLETED
2.	Recruit Qualified Personnel to staff this office	HR	VC Office	COMPLETED
3.	Create a culture of Excellence, accountability, loyalty and hard work	VC Office	HR	DUHS COPC rolled out to create better work culture and compliance
4.	Establish a Human Resource Directorate and recruit a competent Director to lead this entity	VC Office	HR	COMPLETED
5.	Establish Job Descriptions for all Positions in the university	HR	VC Office	INITIATED - Approx. 500 Job Descriptions drafted out of 649 Job Roles
6.	Create & implement standard operating procedure	HR	VC Office	INITIATED
7.	Initiate the process of background checks, medical clearance and validation of education and employment of all new recruited faculty and staff.	HR	VC Office	INITIATED - Regular process is in place now

8.	Initiate the process of background checks, medical clearance and validation of education and employment of existing faculty and staff.	HR	VC Office	INITIATED- Regular process is in place now
9.	Develop and implement Faculty and staff orientation program	HR	VC Office	New Employee Orientation is organized in batches each month
10.	Initiate the evaluation of professional skills, experience and expertise of existing faculty and staff	HR	VC Office	INITIATED
11.	Right size talented workforce in the university	HR	VC Office	First time in the history of DUHS Sanctioned strength along with all Organizational structures has been compiled in compliance to Headcount budgetary approvals
12.	Develop and implement Bi-Annual Performance Review with accountability	HR	VC Office	Performance Management & Promotion Policy has been implemented

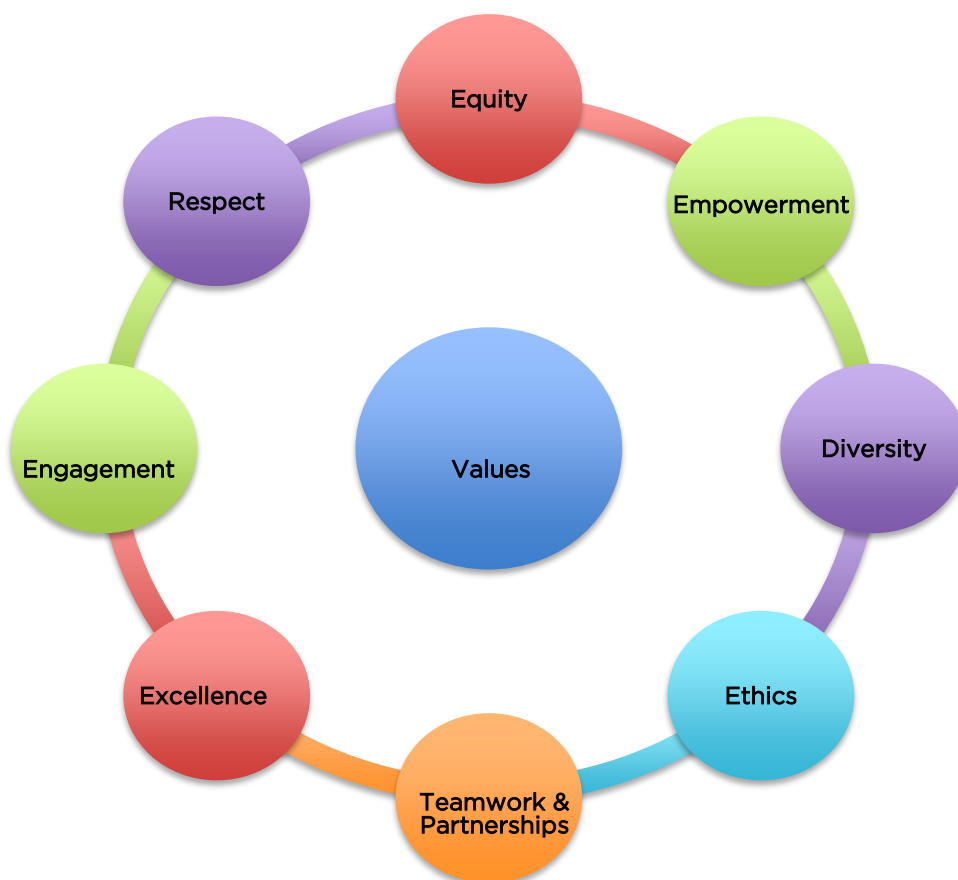
SECTION II: VISION, MISSION & VALUES

VISION

To be a pre-eminent academic institution committed to changing and saving lives.

MISSION

Providing outstanding patient-centered education, training, and clinical care informed by cutting-edge research and innovation generating and disseminating new knowledge.



VALUES:

- Customer Service
 - Put patients first
- Empathy & Compassion
 - Understand before you judge
 - Be concerned for the sufferings and misfortunes of others
- Excellence
 - Be the best and commit to exceptional quality and service
- Innovation
 - Encourage curiosity, imagine, create, and share
- Teamwork
 - Engage and collaborate
- Integrity & Leadership
 - Be a role model and influence others to achieve their best
 - Have the courage to do the right thing
 - Hold yourself and others accountable
- Respect & Collegiality
 - Be kind
 - Listen to understand
 - Value different opinions

STATEMENT OF PURPOSE

Empowering a world-class workforce through adoption of global HR best practices, cultivating diversity, equity and belonging and ensuring compliance with international regulatory bodies.

SECTION III: STRATEGIC GOALS

Goal 01: Talent Acquisition and Management Excellence

Objective 1: Optimize and streamline the recruitment process to attract skilled & top talent.

Objective 2: Improve employee retention to build a sustainable workforce.

Goal 02: Performance Management

Objective 1: Performance management system for all employees.

Objective 2: Inculcate a pay-for-performance culture

Goal 03: Training & Development

Objective 1: Enhance employee training experience by introducing different initiatives via the DOW skill development center and other outsourcing training initiatives.

Goal 04: Technology Integration

Objective 1: Configuration of further features through (Maison) implementation partner and IT department facilitation.

Objective 2: Implement HRIS to streamline operations and improve decision-making via predictive analysis.

Goal 05: Actual Workforce Needs and Succession Planning

Objective 1: Conduct HR Planning and develop strategies.

Objective 2: Development of Organizational Structures of each Institute/College/Department to monitor optimized Human Resources needs of the organization in an efficient manner.

Goal 06: Employee Engagement

Objective 1: Enhance employee engagement of the overall DUHS

OBJECTIVES, OKRs & KPIs

Goal 01: Talent Acquisition and Management Excellence							
Goal Statement: Build and sustain a skilled, innovative, and diverse workforce committed to delivering excellence in student-centered education, advancing globally competitive healthcare expertise, and a culture of research and innovation to address regional and global challenges.							
Objectives & Key Results (OKRs)							
Objective 1: Optimize Recruitment Process							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Optimize and streamline the recruitment process to attract skilled & top talent	KR 1.1 Time to Hire	Time taken from Employee Requisition till Acceptance of Offer	Date of Job Acceptance - Date of Initial Application) / Number of Hires	To fill the position within the given timeline	HR Directorate	-	Quarterly
	KR 1.2 Increase the number of internationally qualified candidates	New hire quality	Quality of resources hired based on qualification and performance	To hire highly qualified and productive resources	HR Directorate	-	Quarterly
	KR 1.3 New Employee Satisfaction	Retention of newly hired employees	Percentage of Employees left within 06 months & 01 year	To attract more talented candidates and improve employer branding	HR Directorate	-	Quarterly
Objective 2: Enhance Employee Retention							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Improve employee retention to build a sustainable workforce	KR 2.1 Employee Turnover Rate	Reduction in Turnover Rate	%age of turnover rate year over year	To retain employees	HR Directorate	-	Yearly
	KR 2.2 Employee satisfaction Rates	Employee Feedbacks / Exit Interviews / Satisfaction Surveys	Surveys / Exit Interviews	To retain employees	HR Directorate	-	Yearly
	KR 2.3 Average Tenure	Employee Average Tenure	Average tenure of employees working at DUHS	To retain employees	HR Directorate	-	Yearly

Goal 02: Performance Management							
Goal Statement: Implementation of Transparent Performance Management System for all employees of DUHS for merit based promotions and rewards.							
Objectives & Key results (OKRs)							
Objective 1: Performance Management System							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Performance Management System for all employees	KR 1.1 Collection of SMART Goals of all employees at DUHS	No. of SMART Goals Received	No. of SMART Goals received v/s total number of employees	To initiate KPI / SMART Goal-based Performance Management System	HR Directorate / Concern HODS	Data Analyst / KPI Department	Yearly
	KR 1.2 Monitoring of SMART Goals	Goals Achievements	Achievements against Each SMART Goal	To initiate KPI / SMART Goal-based Performance Management System	HR Directorate / Concern HODS	Data Analyst / KPI Department	Yearly
	KR 1.3 Employee Development	Identify area for improvement & provide feedback	Number of employees identified for training via performance appraisal	To initiate KPI KPI-based Performance Management System	HR Directorate / Concern HODS	Data Analyst / KPI Department	Yearly
Objective 2: Promotions & Rewards							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Inculcate a pay-for-performance culture	KR 2.1 Performance-Based Promotions - Non-Faculty	No. of employees rewarded	Number of employees rewarded with respect to their KPI achievement	To develop and promote a performance-based culture	HR Directorate / VC	Promotions/ Reward Budget	Yearly
	KR 2.2 Performance-Based Promotions - Faculty	No. of employees rewarded	Number of employees rewarded with respect to their KPI achievement	To develop and promote a performance-based culture	HR Directorate / VC	Promotions/ Reward Budget	Yearly

Goal 03: Training & Development							
Goal Statement: Establish a dynamic training framework driven by needs assessments to ensure targeted skill development, promote professional growth, and align workforce competencies with organizational priorities and evolving industry demands, with a keen focus on Training related to AI							
Objectives & Key results (OKRs)							
Objective 1: Training & Development Initiatives							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Enhance employee-training experience by introducing different initiatives via the DOW skill development center and other outsourcing training initiatives.	KR 1.1 Conduct Training Needs Assessment of DUHS	Completion of TNA activity	TNA Surveys	To identify training needs	HR Directorate / DSDC / Digital Learning Centre	Training Budget	-
	KR 1.2 Digital literacy initiatives for all employees under 17.	TNA of the number of employees trained	Employee training feedback and assessment	To increase skills and productivity	HR Directorate / DSDC / Digital Learning Centre	Training Budget	Quarterly
	KR 1.3 Customer Excellence sessions for all healthcare workers,	TNA of the number of employees trained	Employee training feedback and assessment	To increase skills and productivity	HR Directorate / DSDC / Digital Learning Centre	Training Budget	Quarterly
	KR 1.4 Business Communication Skills sessions for all support functions.	TNA of the number of employees trained	Employee training feedback and assessment	To increase skills and productivity	HR Directorate / DSDC / Digital Learning Centre	Training Budget	Quarterly
	KR 1.5 Artificial Intelligence & Data Analysis Sessions	TNA of the number of employees trained	Employee training feedback and assessment	To increase skills and productivity	HR Directorate / DSDC / Digital Learning Centre	Training Budget	Quarterly
	KR 1.6 Enhance Skills Set for HR Team	Identify International Certifications / Sources that improve the overall quality of resources	Employee training feedback and assessment	To increase skills and productivity	HR Directorate / DSDC / Digital Learning Centre	Training Budget	Quarterly

Goal 04: Technology Integration							
Goal Statement: Implement advanced HR technologies and AI-driven solutions to automate administrative tasks, reduce manual efforts, and improve process efficiency.							
Objectives & Key results (OKRs)							
Objective 1: Efficient use of technology using MS365							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Configuration of further features through the (Maison) implementation partner and IT department facilitation	KR 1.1 Employee Records and customized reports	Accuracy of records and reports	Percentage of errors and malfunctions	To automate the database and records	ICT Directorate / HR Directorate	Implementation Partner Fees	Yearly
	KR 1.2 Recruitment - ATS	Implementation of ATS	Start using ATS for a limited number of applications initially	To automate the recruitment process	ICT Directorate / HR Directorate	Implementation Partner Fees	Yearly
	KR 1.3 Employee Self-Service	Configuration of ESS	Start using ESS for a limited number of employees initially	To reduce manual efforts and facilitate employees	ICT Directorate / HR Directorate	Implementation Partner Fees	Yearly
Objective 2: Implement HRIS							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Implement HRIS to streamline operations and improve decision-making via predictive analysis	KR 2.1 Integrate AI-powered HR tools with the current HRIS	Evaluate options available in the market	Finalize the suitable HRIS with a budget within the given time frame	To automate the processes	ICT Directorate / HR Directorate	Budget for Software	Quarterly
	KR 2.2 Performance Management	Implementation of a transparent Performance Management System	Finalize the suitable HRIS with budget within the given time frame	To automate the processes	ICT Directorate / HR Directorate	Budget for Software	Quarterly

Goal 05: Actual Workforce needs and Succession Planning							
Goal Statement: Identify workforce requirements that aligns with business objectives, meets current and future operational needs, and enhances organizational competitiveness.							
Objectives & Key results (OKRs)							
Objective 1: Workforce Analysis							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Conduct HR Planning and develop strategies.	KR 1.1 Review of the past/current data of the existing strength of each Institute / College / Department in compliance with HEC / PMDC requirements.	Discrepancies in workforce requirements compliance	Number of existing workforce - PMDC or HEC Requirements	To monitor the workforce's actual requirements	HR Directorate	Data Analyst	Yearly
	KR 1.2 Analyze the current workforce and identify future workforce requirements.	Workforce demographics and trends	Number of employees hired with respect to cadres/departments and tenure	To ensure that workforce needs are aligned with our needs	HR Directorate	Data Analyst	Yearly
	KR 1.3 Job Analysis / Job Descriptions of the organization vide roles	No. of Job Descriptions completed/revised/updated within the time frame	No. of Job Descriptions completed/revised/updated with respect to total job roles	To analyze gaps in skills and needs	HR Directorate / Concern HODs	-	Quarterly
	KR 1.4 Succession Planning	Identify Critical Roles & skills required along with prospective candidates for Grade 20 for Non-Faculty roles	No. of potential employees identified with respect to total specialized roles	To fill the resource gap in critical and leadership roles	HR Directorate / Management	-	Yearly

Objective 2: Organizational Structures

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Development of Organizational Structures of each Institute / College / Department to monitor optimized Human Resources needs of the organization in an efficient manner.	KR 2.1 Prepare organizational structures (first draft) of each Institute / College / Department with respect to current head count.	Number of Organizational Structures prepared	Number of Structures prepared within the specified timeline	to develop Organograms of each department of DUHS	HR Directorate	-	Quarterly
	KR 2.2 Review Organizational Structures with respect to the actual workforce.	Number of Organizational Structures reviewed	Number of Structures reviewed within the specified timeline	to develop Organograms of each department of DUHS	HR Directorate	-	Quarterly
	KR 2.3 Prepare the Final Draft of Organizational Structures of all Institutes / Colleges / Departments by incorporating changes/corrections, including current & budgeted strength.	Number of Organizational Structures finalized	Number of Structures finalized within the specified timeline	to develop Organograms of each department of DUHS	Concern HOD / HR Directorate	-	Quarterly
	KR 2.4 Periodically review the approved organograms to track changes & updation.	No. of changes occurred	Number of changes occurred within specified timeline	To regularly monitor organization dynamics	HR Directorate	-	Quarterly

Goal 06: Employee Engagement

Goal Statement: Enhance employee engagement across healthcare and university staff by implementing targeted interventions that promote recognition, Open communication, work-life balance, and collaboration, promoting a motivated, engaged, and committed workforce.

Objectives & Key Results (OKRs)

Objective 1: Enhance Employee Engagement

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Enhance the Employee Engagement of the overall DUHS	KR 1.1 Conduct Employee Engagement Surveys via internationally certified consultants	Completion of Survey	Surveys	To monitor the workforce's actual requirements	HR Directorate	Data Analyst	Yearly
	KR 1.2 Identify gaps derived from the Survey and propose solutions	Finding areas of improvement and devising solutions	Areas of improvement	To ensure that workforce needs are aligned with our needs	HR Directorate	Data Analyst	Yearly
	KR 1.3 Employee Engagement Interventions	Prepare Employee Event Calendar & get it approved	Implementation of Employee Event Calendar	To analyze gaps in skills and needs	HR Directorate / Concern HODs	-	Quarterly

SECTION IV: RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS

- Financial implications may be required for training & AI Tools and Employee Engagement Interventions, which will be finalized after need assessments.

SECTION V: IMPLEMENTATION AND MONITORING OF STRATEGIC PLAN

- Ensure that the Human Resource Directorate Strategic Plan is clearly communicated, and everyone understands how HR initiatives are aligned with the overall DUHS goals and why they are important for the success of the Institute.
- HR Directorate will develop live Dashboards to evaluate the performance of each section working under HR Directorate. Establish mechanisms for evaluating performance and providing feedback to ensure accountability and provide regular training and development opportunities as needed to enhance employee Attitude, Skills, Knowledge and Capabilities.

SECTION VI: LIST OF APPENDICES

No.	DESCRIPTION
A	SWOT Analysis
B	TOWS Matrix

APPENDIX A: SWOT ANALYSIS

SWOT ANALYSIS	WEAKNESSES
<ol style="list-style-type: none"> 1. DUHS History through DMC of over 75 years of largest Public Sector Medical University has an edge to attract Medical professional and Academicians for employment as employer of choice. 2. DUHS as leader in Medical Education having wide spectrum of multiple academic specialties, Research facilities, & Healthcare service offerings. 3. Healthcare Infrastructure with well-equipped technology & research facilities to attract potential skilled employees predominantly for healthcare services only. 4. HR directorate possesses MSD365, Employee Records, Duly approved Long Term Employment Model, Code of Professional Conduct, Performance Management Policy, Promotion Rules, Upscaling Policy, Automated Attendance management System. 5. HR Directorate -DUHS was established only few years back, however, it is adaptable and keen to adopt global HR trends. 	<ol style="list-style-type: none"> 1. Unable to attract & retain talented professionals due to 6 months limited contracts and non-competitive compensation and benefits structure. 2. Short term contractual employment leads to extraordinary work in HR directorate with 6 months contract renewals of over 59% employees twice a year as well as higher turnover and less dedicated workforce. 3. Non-Availability of Transport to healthcare professionals working in evening and nights shifts leads to dissatisfaction at workplace. 4. Employee lack in correctly using technology (MSD 365, Hospital Management Information system, CMS etc. etc. which leads to compromised work deliverables well in time. 5. DUHS delayed adaptation for Code of Professional Conduct, Long Term Employment contract, acceptance of Performance Management System, and legal compliance leads to multiple HR challenges creating a professional, progressive and competitive work environment. 6. Inaccuracy & unreliability of Database. 7. No career progression avenues for contractual employees in DUHS.

OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Rigorously implement long-term contractual employment with competitive market to attract and retain professional resources and minimize the risk of high actuarial cost / liability of DUHS. 2. DUHS needs to focus for upskilling of all support and healthcare services employees for enhancement of service level and generation of better revenues by increased healthcare services. 3. Introduction of evening healthcare services (3 pm onwards) to facilitate patients as well as employees to earn pay for performance. 4. Explore possibilities to optimize headcount and financial resources by focusing on segregated organizational cost structures i.e. Academics, Healthcare, Research and Shared Services. 5. Introduction and implementation of AI tools and machine learning for HR automation and recruitment. 	<ol style="list-style-type: none"> 1. Competitive Healthcare organizations easily attract DUHS trained/ skilled workforce due to our limited 6 months contract with minimal benefits and opportunity for career advancements, leading to High Turnover of healthcare and skilled professionals. 2. Compliance to Public sector Notifications, legal aspects, limited Legal protection, Court cases, Grievances, lawsuits limits professionals to take new initiatives for growth and DUHS organizational success. 3. Due to Public sector negative media coverage impacts the reputation of DUHS and its employee which cause to find and retain potential employees. 4. Growing global challenges and increasing regulatory compliance. 5. Competition from global academic institutions with superior HR capabilities.

APPENDIX B: TOWS MATRIX

OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Rigorously implement long term contractual employment with competitive market to attract and retain professional resources and minimize the risk of high actuarial cost / liability of DUHS. 2. DUHS needs to focus for upskilling of all support and healthcare services employees for enhancement of service level and generation of better revenues by increased healthcare services. 3. Introduction of evening healthcare services (3 pm onwards) to facilitate patients as well as employees to earn pay for performance. 4. Explore possibilities to optimize headcount and financial resources by focusing on segregated organizational cost structures i.e. Academics, Healthcare, Research and Shared Services. 5. Introduction and implementation of AI tools and machine learning for HR automation and recruitment. 	<ol style="list-style-type: none"> 1. Competitive Healthcare organizations easily attract DUHS trained/skilled workforce due to our limited 6 months contract with minimal benefits and opportunity for career advancements, leading to High Turnover of healthcare and skilled professionals. 2. Compliance to Public sector Notifications, legal aspects, limited Legal protection, Court cases, Grievances, lawsuits limits professionals to take new initiatives for growth and DUHS organizational success. 3. Due to Public sector negative media coverage impacts the reputation of DUHS and its employee which cause to find and retain potential employees. 4. Growing global challenges and increasing regulatory compliance. 5. Competition from global academic institutions with superior HR capabilities.

STRENGTHS	SO	ST
<ol style="list-style-type: none"> 1. DUHS History through DMC of over 75 years of largest Public Sector Medical University has an edge to attract Medical professional and Academicians for employment as employer of choice. 2. DUHS as leader in Medical Education having wide spectrum of multiple academic specialties, Research facilities, & Healthcare service offerings. 3. Healthcare Infrastructure with well-equipped technology & research facilities to attract potential skilled employees predominantly for healthcare services only. 4. HR directorate possesses MSD365, Employee Records, Duly approved Long Term Employment Model, Code of Professional Conduct, Performance Management Policy, Promotion Rules, Upscaling Policy, Automated Attendance management System. 5. HR Directorate – 	<ol style="list-style-type: none"> 1. Create brand image through marketing initiatives and liaison with academia & corporate to ensure preferred employer of choice. 2. Rigorously implement long term employment opportunities to attract & retain resources. 3. Vitalize our skilled resources for upskilling of employees in all related organizations i.e. pharmaceuticals, equipment vendors, healthcare service providers, in order to generate revenue stream as well as contribute towards public health initiatives across Sindh province. 	<ol style="list-style-type: none"> 1. In absence of long-term employment contract, the organization would continue with the high employee turnover especially in healthcare employment & retention. 2. Segregated organizations for (Academics, Healthcare, Shared Services, and Research & Commercialization) needs collective wisdom and adaptation for future successful growth. 3. Mitigate threats through advanced workforce planning

DUHS was established only few years back, however, it is adaptable and keen to adopt global HR trends.		
WEAKNESSES	WO	WT
<ol style="list-style-type: none"> 1. Unable to attract & retain talented professionals due to 6 months' limited contracts and non-competitive compensation and benefits structure. 2. Short term contractual employment leads to extraordinary work in HR directorate with 6 months contract renewals of over 59% of employees twice a year as well as higher turnover and less dedicated workforce. 3. Non-Availability of Transport to healthcare professionals working in evening and nights shifts leads to dissatisfaction at workplace. 4. Employee lack in correctly using technology (MSD 365, Hospital Management Information system, CMS etc. etc. which leads to compromised work 	<ol style="list-style-type: none"> 1. Better utilization of infrastructure & skilled resources by maximizing healthcare service offerings in the evening through revenue sharing model for better public healthcare services and employee motivation. 2. Healthcare working hours to be aligned with competitive market practices & accordingly employees to be compensated. 3. Harmonization & equity of all human resources (regular & contract) needs to be ensured for better organizational performance & productivity. 	<ol style="list-style-type: none"> 1. Focus towards identifying the true aspects of being a public sector organization granted the status of being an autonomous body to ensure progress and prosperity for public & employees within legal domain. 2. Establishment of professional public relation department in order to minimize the impact of unnecessary public opinions & media coverage whereby the law of the land grants extra mileage to essential services i.e. healthcare leading employees to perform with confidence & dedication.

<p>deliverables well in time.</p> <p>5. DUHS delayed adaptation for Code of Professional Conduct, Long Term Employment contract, acceptance of Performance Management System, and legal compliance leads to multiple HR challenges creating a professional, progressive and competitive work environment.</p> <p>6. Inaccuracy & unreliability of Database.</p> <p>7. No career progression avenues for contractual employees in DUHS.</p>		
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