

Process Description

Case number: 2018CZ342584

Name Organization under review: Technical University of Liberec

Organization's contact details: Studentská 1402/2, Liberec, Liberec, 461 17

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Process

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve representative community of researchers ranging from R1 to R4, as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide the name, the position and the management line/ department of the persons who are directly or indirectly engaged in the HRS4R process in your organization:

Name	Position	Steering Committee	Working Group	Management line/ Department
Miroslav Malý	Coordinator of HR working group	<input type="checkbox"/>	<input checked="" type="checkbox"/>	CxI TUL - HR Department
Alena Šilhavá	Director of HR Department	<input type="checkbox"/>	<input checked="" type="checkbox"/>	CxI TUL - HR Department
Adéla Zemanová	CxI's Secretary	<input type="checkbox"/>	<input checked="" type="checkbox"/>	CxI TUL - Headquarter
Jitka Havlíková	Head of TUL Personnel Department	<input type="checkbox"/>	<input checked="" type="checkbox"/>	TUL - Personnel Department
Ivana Vodolanová	Head of TUL Legal Department	<input type="checkbox"/>	<input checked="" type="checkbox"/>	TUL - Legal Department
Jaroslava Militká	University Office of the Internal Valuation Board's Secretary	<input type="checkbox"/>	<input checked="" type="checkbox"/>	TUL - Office of the Internal Valuation Board
Kateřina Maršíková	Guarantor of the Appraisal system area	<input type="checkbox"/>	<input checked="" type="checkbox"/>	TUL - Department of Business Economics
Jindřiška Hauerová	Guarantor of the Education System area	<input type="checkbox"/>	<input checked="" type="checkbox"/>	CxI TUL - Department of Grant Support
Darina Myšáková	Guarantor of the Exploitation of Results	<input type="checkbox"/>	<input checked="" type="checkbox"/>	CxI TUL - Department of Grant Support
Jana Kmochová	Guarantor of the Recruitment and Information System area	<input type="checkbox"/>	<input checked="" type="checkbox"/>	TUL - HR Information System
Aleš Kocourek	Vice-rector for Studies and Education	<input checked="" type="checkbox"/>	<input type="checkbox"/>	TUL - Rectorate
Vladimír Stach	University Bursar	<input checked="" type="checkbox"/>	<input type="checkbox"/>	TUL - Questorate
Zdeněk Kůs	TUL emeritus rector	<input checked="" type="checkbox"/>	<input type="checkbox"/>	TUL

Name	Position	Steering Committee	Working Group	Management line/ Department
Petr Tůma	CxI Director	<input checked="" type="checkbox"/>	<input type="checkbox"/>	CxI TUL - Directorate

Your organization must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4, as well as appoint a Committee overseeing the process and a Working Group responsible for the implementation of the HRS4R process.

Provide information on how the researchers groups were involved in the GAP-analysis:

Stakeholder group	Consultation format	Contributions
CxI TUL Scientific Council	Presentation of the HRS4R benefits, study of GAP analysis and Action Plan, internal discussions at the meeting among all Scientific Council members; presentation of the Satisfaction Survey; formulation of recommendations and conclusion.	The view provided by the Scientific Council was valuable for many reasons: wide range of the members' profile (representatives of the application sphere, deans of other TUL faculties, representatives of research institutions) provides look from the outside, share their experiences from home institutions, due to not so deep knowledge of the issues, provide overlook that the groups involved directly in the process might have missed.
CxI TUL Operational Board	Presentation of the HRS4R, joint workshops with the Head of TUL Personnel Department, with the Director of Personnel Department of Preciosa company, workshop with the expert on Appraisal system in companies, workshops with the Head of TUL Personnel departments; revision of the GAPS identified and ACTIONS proposed.	At first, the overall process and concept of the HRS4R were presented and the benefits were discussed at the meeting of the Operational Board. The heads of the departments were requested to point out the gaps, they feel from their own perspective, the proposed actions were then discussed in bulk. The summary was then forwarded to the HR working group. Extremely beneficial was the meeting with the Director of Personnel Department of Preciosa, who presented the appraisal system in this big company, the recruitment procedures that are running, and the news and approaches in the area of HR. Huge discussion followed to compare different approaches of the research and application sphere, the Director for HR at CxI TUL, the Head of Personnel Department at TUL were showed new possibilities and ideas how to work with the researchers in the whole life circle.

Cxl TUL Collegium of the Director	<p>Internal discussion on the benefits of HR award, system of drafting the application, distribution of the competencies, study of the GAPS identified and ACTIONS proposed - defining the responsible units of the overall plan, discussion with the rector and vice-rector, presentation of the key conclusions.</p>	<p>The Collegium of the Director is closely linked to the HR working group as the Director for HR and the Institute's secretary are presented in both groups. In addition, the Director for Research is leading the group for internationalization and the Director for Promotion and Cooperation with Industry leads the project for sharing the capacities with the companies. The interconnection among all these key activities and the shared meetings led to more complex approach to areas that were, in the past, elaborated rather separately. The discussion led by the Director for Research with the researchers focused more on the research projects and on the other hand with the researchers focused more on application projects contributed to summarize the requirements, positions of all relevant groups.</p>
Cxl TUL Group of Internal Consultants	<p>A group of internal consultants was appointed by the Cxl TUL director. The group representing the scientific departments was requested to comment the GAPS identified and to discuss them among the scientific teams, Commented draft of the GAP analysis was further developed into Action Plan that was again presented through the group of internal consultants to the professional scientific departments. The final position of the commission was drawn up and published in section Cxl - HR.</p>	<p>The internal consultants acted as an "opponent" /"mirror" group to the HR working group. The group, representing only the very scientists, brought in different opinions, especially in the part of Training and Development, that was not so developed by the working group in the first phase. The gaps identified beyond the findings of the Collegium and the Operational Board were included. Reciprocally, some of the findings that the management considers important, were forwarded and better explained to the researchers.</p>
Cxl TUL employees	<p>A Satisfaction Survey was set by the HR working group and sent to all Cxl Staff. The incentives arising from the questionnaire survey were discussed by all Stakeholder groups. Key recommendations were incorporated as gaps into the analysis and further elaborated into the actions that might lead to improvement.</p>	<p>The evaluation of the anonymous Satisfaction Survey was one of the most surprising inputs of the whole process. Such a high response rate (66%) was not expected, the answers in the "open" part of the questionnaire were honestly processed, thoughtful. The summary was presented to the management of the University as well as to all participating to show that the incentives will be further elaborated. The incentives were forwarded to the groups of stakeholders involved and incorporated in the Action Plan.</p>

Cxl TUL Group of Junior researchers	<p>A discussion with the representatives of junior researchers (R1 category) was conducted at a special meeting. The HRS4R was briefly presented, the director of Cxl TUL and coordinator of the HR working group presented the intentions for next periods in the context of education, mobilities and further development of the "youngest" researchers at Cxl TUL. The researchers were asked to provide their points of view and experiences when becoming fresh employees at Cxl (the phase of recruitment, first months in the Institute, orientation, acceptance by other workers etc.),</p>	<p>Engaging young researchers in the discussion was unexpected, very pleased. The suggestions were raised in the field of Recruitment, Working conditions and following phase of Education. The researchers pointed out the stage of first coming to the Institute, the obstacle (administrative, interpersonal, professional), have made suggestions in the process of further development - processing of mobilities (financial, organization), offer of workshops, language school for the foreigners. A request was made for the renewal of workshop, where the research departments present their activities, projects they are working on, devices they use or intent to buy.</p>
Group of External Experts	<p>A group of external experts was set up to consult the HR policy out of the Institute. Director of the Institute appointed 5 members: vice-rector of TUL, bursar of TUL, emeritus dean of the Prague technically oriented faculty that often cooperates with Cxl TUL, vice-rector of Ostrava University that has a similar structure as TUL, representative of Slovak university that brings international experience. Due to long distance, lot of e-communication was used - e-mail, teleconferences, the one-day personal meeting took place in Prague, where the group discussed, brought in their experiences and outlined the ways in which the Cxl policy should be taken. The final position of the commission was drawn up and published in section Cxl - HR.</p>	<p>The Director of Cxl TUL asked the representatives of 3 Czech Universities that cooperates with TUL to provide their points of view on the Cxl TUL HR policy, as one of the reasons of implementing the Strategy is to "open" the University. Although the structures of the Czech Universities are similar, given by Law, the customs and habits may differ. The discussion was beneficial particularly in the field of search and employment of foreign researchers, which proportion is rather low at Cxl TUL. Prague University - one of the Institute is also preparing the submission of the HRS4R, so mutual cooperation in this field has been deepened. Some recommendations, with a view to more experience abroad, have been incorporated in the Action Plan and presented towards the Operational Board of Cxl TUL.</p>

Please describe how the Committee overseeing the process was appointed and how it worked (meetings, decisions, etc.):

At the beginning of 2018, a steering group (committee) was established. The appointed members are: Zdeněk Kůs, TUL emeritus rector (principal investigator of the project "Cxl TUL management mechanisms with an emphasis on improving the quality of R&D&I activities", that partly finances the HR working group); Aleš Kocourek TUL Vice-rector, Vladimír Stach ,TUL Bursar (Personnel and Legal Aspects), Petr Tůma, acting director Cxl (legislation and processes of Cxl). The Committee oversees the performance of tasks in designated activities.

1. These main objectives were set for the year 2018:

- Drafts for Cxl strategies in the areas of HR, internationalization, cooperation with industry, popularization
- Elaboration and submission of the documents for the HR Award application

2. To achieve the objectives, groups (teams) were set up to prepare a draft of intentions and objectives in the fields of CxI key activities:

CxI human resource development strategy and other areas of the institution's strategy:

- for the evaluation of researchers, research departments and CxI
- for the internationalization of CxI
- for building shared workplaces of CxI and application sphere
- for popularization, communication and marketing

3. Brief overview of the meetings - coordination of activities and control of meetings:

Team building and setting of rules and tasks (*February 2018*), Presentation of activities by individual coordinators (*March 2018*), Procedures in individual activities (CxI rules and regulations) Consultation with CxI Management (since *April 2018*), Preparation of Strategies - Unified Document Format (Consultation with Director CxI) (*May, June 2018*), Discussion of Further Work on Documentation (GAP analysis and Action Plan) (*June 2018*) CxI (*August 2018*), Strategic Team Coordinator Presentation (*September, October 2018*).

Following the meetings of the HR working group, the coordinator of the HR working group discussed the suggestions, conclusions...with the Steering Committee. The representative of the Steering Committee prof. Kůs presented the progress, the incentives with other involved groups (Scientific Council), prof. Tůma discussed the suggestions at the Operational Board of CxI and Collegium of the Director. Final joint recommendations and conclusions were made on the basis of discussions.

Please describe how the Working Group doing the Gap Analysis was appointed:

The HR working group was appointed by the Director of the Institute CxI TUL. The main goal was to ensure the balance of the group and the link to the CxI TUL management on one side, and the research departments on the other. As the Strategy is being elaborated for one of the University parts, but an integral one, the link to the University management must have been followed. The coordinator of the HR WG, assoc. prof. Malý, was appointed directly by the CxI Director, other members were appointed after the agreement of both. Assoc. prof. Malý is an emeritus dean of the Faculty of Mechanical Engineering at TUL and played an important role when the Institute was created in 2009, so he knows the CxI procedures quite well, but not so much in detail, so he may partly provide an external overlook with the knowledge of the University environment. The link to the University ensures the Head of the Personnel Department Jitka Havlíková and analytics of the related information systems Jana Kmochová. The Secretary of the Internal Evaluation Board Jaroslava Milítká provided the group with a great overview of all the University directives and continuity to University processes. Ivana Vodolanová, the head of the TUL Legal department, was a consultant to all WG members and all the actions proposed were judged from the legal perspective. Assoc. prof. Maršíková, representing the Department of Business Economics, was invited to join the group as an expert on the Appraisal system and building of teams. The CxI TUL team represents, by nature, the Director of Human Resources Development Alena Šilhavá and the Institute's secretary Adéla Zemanová, who ensures the connection to all CxI directives and procedures. Jindřiška Hauerová, an expert for Training and Development, is responsible for the overall concept of Education at CxI, especially in part of the Technology Transfer. Darina Myšáková, Ph.D. is dealing with the agenda of exploitation of results at the Grant Support Department. The WG had meetings on a regular basis, the questions and problems that have arisen were then discussed by the WG coordinator with the Director of CxI, resp. at the Collegium of the Director and with the representatives of the Internal consultants and the Independent Group.