



Process of Implementation HR Award on Silesian University in Opava



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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 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 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:

Steering Committee HR award	
doc. Ing. Pavel Tuleja, Ph.D.	Rector
Ing. Ivana Růžičková, MPA	Bursar
doc. RNDr. Gabriel Török, Ph.D.	Vice-rector for project management
prof. RNDr. Miroslav Engliš, DrSc.	Vice-rector for research and foreign relationships
doc. Mgr. Tomáš Gongol, Ph.D.	Vice-rector for strategy and communication
Mgr. Martin Tichý	HR Award coordinator
Working Group HR Award	
doc. Mgr. Tomáš Gongol, Ph.D.	Vice-rector for strategy and communication
Ing. Ivana Růžičková, MPA	Bursar
Mgr. Martin Tichý	HR Award coordinator
Mgr. Petr Ryppl	Department for strategies and analysis
prof. Ing. Daniel Stavárek, Ph.D.	School of Business Administration dean
doc. Ing. Marian Lebedzik, Ph.D.	School of Business Administration vice-dean
prof. PhDr. Rudolf Žáček, Dr.	Faculty of Public Policies dean
Ing. Josef Vícha	Faculty of Public Policies secretary
prof. PhDr. Irena Korbelářová, Dr.	Faculty of Philosophy and Science dean
RNDr. Tomáš Gráf, Ph.D.	Faculty of Philosophy and Science vice-dean
prof. RNDr. Miroslav Engliš, DrSc.	Vice-rector for research and foreign relationships
doc. RNDr. Karel Hasík, Ph.D.	Mathematical Institute
prof. RNDr. Zdeněk Stuchlík, CSc.	Director of the Institute of Physics
doc. RNDr. Gabriel Török, Ph.D.	Vice-rector of project management

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.



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The term 'Human Resources' is used **in the largest possible sense**, to include all researchers (Frascati definition: Proposed Standard Practice for Surveys on Research and Experimental Development, Frascati Manual, OECD, 2002) disregarding the profile, career ,level', type of contract etc. etc.

For a description of R1-R4, see

<https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors>

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

*Stakeholder group	*Consultation format	Outcomes
Steering Committee	Regular personal and online meetings	<p>The Steering Committee dealt with the management of the entire project in terms of strategic management, approved the members of individual groups and teams, monitored the implementation and approved the individual steps and outputs. See the description in the next section for more information.</p> <p>The members of the steering committee were representatives of the university management, i.e. the Rector, the Vice-Rector and the Bursar together with the HR Award coordinator at the Silesian University. Due to the structure of the committee, the individual activities relating to the HR Award are organically entwined with other tasks concerning the management of the university. This should also ensure the long-term sustainability of the activities related to the HR Award certification.</p>
Working Group	Regular personal and online meetings	<p>The Working Group dealt professionally with individual thematic areas of the Charter and the Code. The Group participated in the preparation of all parts of the GAP analysis (questionnaire survey, guided interviews, etc.), evaluation of individual inputs for GAP analysis, processing of GAP analysis and subsequent creation of the Action Plan and OTMR Checklist. Only one larger Working Group that dealt with all relevant topics was created due to the smaller size of the university.</p> <p>The Working Group was composed of workers' representatives at the R1-R4 level. The management of</p>



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		<p>the university and individual departments (faculties and university-wide institutes) were represented in the Group. The nomination and approval of individual members of the Working Group was performed by the Steering Committee.</p>
Focus Groups	<p>Four personal meetings of each Focus Group separately</p>	<p>A total of four Focus Groups were formed. They dealt with sub-thematic areas arising from the GAP analysis and participated in the creation of measures for the Action Plan which should eliminate the identified shortcomings and find opportunities for HR development. Each group was focused on these individual subject areas:</p> <ol style="list-style-type: none"> 1. Ethics and professional aspects 2. Recruitment and the selection of employees 3. Working conditions and social securities 4. Training and development <p>All Focus Groups were made up of workers' representatives at the R1-R4 level. The university management and representatives of individual departments (faculties and university-wide institutes) were represented in the Group. The individual members of the Focus Groups were nominated by the Working Group and consequently approved by the Steering Committee. Individual members of the Focus Groups were selected primarily on the basis of experience and expertise in relation to the individual topics of the groups.</p>
Key external and internal stakeholders	<p>Guided interviews</p>	<p>Guided interviews were conducted with about 30 key internal and external stakeholders who have a relevant influence and/or interest in what is happening at the university. The interviews were conducted in person using semi-structured questionnaires (interviews for the purpose of elaborating the strategic plan of the university were also conducted at the same time). The outputs of the guided interviews were included in the GAP analysis and used as ideas for the Action Plan.</p> <p>The individual participants for the guided interviews were</p>



		nominated out by the Working Group and approved by the Steering Committee.
Academic and research staff	Survey	An extensive questionnaire survey was conducted among doctorate students, academic, scientific and administrative staff of SU with a representative return rate of 74.2%. Respondents were divided into several groups with different sets of questions. Specifically, these were academic and research staff, senior academic staff and supervisors, doctorate students, foreign researchers and, among others, a selected group of administrative staff according to relevant job positions. The results of the questionnaire survey were included in the GAP analysis and used as inputs for the Action Plan.
Department of projects management, Project team and external consultants	Regular and ad-hoc meetings according to the project stages and current needs	These are employees who coordinated and implemented the entire project under the strategic management by the Steering Committee. These employees supported the activities not only of the Steering Committee, but also of the Working Group and the Focus Groups. They organized and ensured the implementation of the questionnaire survey and the guided interviews. They participated in the processing of individual data and documents for GAP analysis, the Action Plan and the OTMR Checklist. The staff also participated in other operational tasks such as ensuring communication and publicity within the project, processing monitoring reports, creating records, etc.



Please describe how was appointed the Committee overseeing the process:

Free text 200 words maximum

The role of the Steering Committee incorporates the strategic management of the entire project, i.e. the process of planning, creating and approving relevant documents and the process of obtaining and then maintaining the HR Award certification for the Silesian University. Its main purpose is to monitor the quality of individual outputs, risk management and also to ensure coherence with other processes running in parallel across the entire SU.

In addition, the Committee nominates and approves members of individual groups and teams that participate in the whole process. An integral part is also ensuring communication with relevant stakeholders. The primary role of the Committee in the first phase of the project was to ensure a well-processed GAP analysis which is linked to the Action Plan and OTMR policy. At this stage, the Committee played a key role in ensuring the acceptance and proper conduct of the whole process in relation to university staff.

In the following periods, the main role of the Steering Committee will be ensuring implementation of the measures arising from the Action Plan. The support for implementation across all parts of the university and alignment with other internal processes and procedures will be of importance. The Steering Committee will ensure that the implementation of the measures realistically supports the quality of work and human resources development at the university and creates the best possible environment for university staff. At the time of HR Award document processing, the Strategic Plan of the university for the period 2021+ was being created. This ensured a number of synergistic effects in the processing of documentation and inclusion of the individual measures directly in the Strategic Plan.

Please describe how was appointed the Working Group responsible for the implementation of the HRS4R process:

Free text 200 words maximum

One of the goals in the whole process was to involve all relevant staff from the ranks of R1-R4 researchers and scientists across the entire university and its departments. Due to the size of the SU, only one Working Group was created and it played a key role in this process. The Working Group dealt with the overall individual professional outputs within the project, in particular it participated in the preparation and elaboration of the GAP analysis, the subsequent Action Plan and the OTMR policy and other follow-up steps.

Its role was to provide individual inputs for these key documents. The Group analyzed relevant documents and processes, both internal and national legislation, guided interviews with key



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stakeholders and a questionnaire survey among employees. The Group also created a total of four Focus Groups which focused mainly on proposals for the Action Plan based on the outputs of the GAP analysis.

The Working Group managed to involve a significant majority of SU employees in the entire process, including relevant administrative staff, foreign employees, external consultants, for example from among professors emeritus or other key personnel.

Appointment of the Working Group

The Working Group was composed of workers' representatives at the R1-R4 level. The management of the university and individual departments (faculties and university-wide institutes) were represented in the Group. The nomination and appointment of the individual members of the Working Group was performed by the Steering Committee.

Appointment of Focus Groups

The individual members of the Focus Groups were nominated by the Working Group and subsequently approved by the Steering Committee. Individual members of the Focus Groups were selected primarily on the basis of experience and expertise in relation to the individual topics of the Groups. Great emphasis in the selection of members of the Focus Groups was placed on the involvement of all R1-R4 researchers across all parts of the Silesian University.



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