

**SLEZSKÁ
UNIVERZITA**



Methodological Guidelines of the Bursar No. 1/2022

Recruitment and adaptation of employees

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Article 1

Introductory provisions

- 1) These methodological guidelines are based on the Selection Procedure Code of the Silesian University in Opava and the Rector's Directive that regulates employee recruitment. The guidelines provide detailed rules for the recruitment of new employees at the Silesian University in Opava (hereinafter referred to as "the University" or "the employer") and outline the system of their integration. In particular, they focus on the adaptation process and related tools.
- 2) All the forms and documents in these guidelines must be prepared and made available in both Czech and English. Electronic forms related to the adaptation process of new employees are available on the University website in the section Employee/SU & I/Adaptation Programme. Electronic forms required for the preparation and adaptation process can be found in the section Employee/Documents and Forms/Samples of Forms/Staff Forms.

Article 2

Description of the onboarding and adaptation process

- 1) The onboarding, adaptation and related support for new employees is a well-planned and managed process that facilitates the new employees' quick integration into the workplace, organization and team of co-workers. This process also applies to employees returning from maternity leave, parental leave, long-term sick leave, etc. The adaptation process does not

apply to employees who are already employed at the University, unless they are taking up a completely different role in a different unit, etc.

- 2) The recruitment and adaptation process consists of three main phases:
 - a) preparation for the employee's arrival,
 - b) employee onboarding and familiarization with the work environment,
 - c) employee inclusion.
- 3) **The preparation for the employee's arrival** begins when the head of the unit responsible for labour relations (hereinafter referred to as "the head of the unit") decides to hire a new employee (typically following a selection procedure). The preparation process has two phases:
 - **immediately after hiring** – the designated persons start to communicate with the new employee to process the employment contract and define the requirements for optimal working conditions,
 - **prior to the commencement of work** – the designated persons ensure all necessary conditions and particulars are in place so that the employee has everything they will need for the first days at work.

During this phase, the onboarding process primarily involves the employee's immediate superior, an HR manager, the secretariat (providing the unit's administrative support) and IT support.

- 4) **The process of onboarding and familiarization with the work environment** has two phases:
 - **the first day of work and the subsequent days** (up to 1 week) – designated persons oversee the formalities, such as concluding the employment contract, providing the workstation and work equipment, conducting induction training and introducing the employee to their work environment and new colleagues,
 - **the first weeks of employment** (up to 1 month) – the phase focuses on the adaptation of the employee, familiarization with their job responsibilities, monitoring of the adaptation process and providing additional support based on the employee's needs and the employer's requirements.

During this phase, the adaptation process primarily involves the employee's immediate superior, an HR manager, the secretariat (providing the unit's administrative support) and IT support.

- 5) **The integration** phase primarily involves ongoing support for the employee and evaluation of the adaptation process after:
 - the probationary period,
 - the first 6 months of employment,
 - the completion of the first year

During this phase, the adaptation process primarily involves the employee's immediate superior, mentor and partly also an HR manager.

- 6) A model scheme of activities and responsibilities during the adaptation process is provided in Annexe 1.

Article 3

Staff responsibilities

- 1) The decision to hire a new employee lies with the head of the unit responsible for labour relations (hereinafter referred to as “the head of the unit”).
- 2) The head of the unit is also responsible for establishing internal procedures within the unit and defining staff responsibilities for activities related to new employee induction, adaptation and regular updates. This includes conducting an annual review of the adaptation process based on feedback from new employees.
- 3) The key participants in the recruitment and adaptation process of new employees include:
 - the immediate superior of the new employee,
 - an HR manager from the HR and Payroll Department at the Rector’s Office,
 - the administrative support for the unit (usually the unit’s secretariat),
 - the IT support for the unit, and
 - a mentor.
- 4) The new employee’s **direct superior** is responsible for:
 - communicating information regarding employee selection, job classification and working and pay conditions to the HR and Payroll Department,
 - defining the employee’s workstation setup, including its location, equipment, assignment of access rights, etc., and making necessary preparations,
 - informing other staff of the new employee’s arrival and introducing them to their new colleagues,
 - selecting a mentor, determining the scope of adaptation, defining work tasks and adaptation goals, then monitoring and evaluating the employee’s progress,
 - providing the new employee with introductory information,
 - familiarizing the employee with the vision and strategic plan of the university and unit,
 - monitoring and evaluating the adaptation process.
- 5) The main tasks of the **HR manager** include:
 - communicating with the new employee prior to their start date,
 - sharing information related to the employee’s onboarding and adaptation process deadlines with the employee’s supervisor,
 - preparing employment documents and providing initial training for new employees.
- 6) Regarding the division of responsibilities within the unit, the personnel providing **administrative and IT support** for the new employee are responsible for:
 - ensuring suitable workplace conditions for the new employee and the necessary material and ICT equipment,
 - familiarizing the employee with basic information about the structure of the unit and University and essential processes and practices,
 - providing access rights as needed and ensuring their functionality,
 - familiarizing the employee with ICT rules.
- 7) **A mentor** is typically a more experienced colleague from the same department who answers questions, introduces the new employee to the workplace rules and policies, assists the employee with work organization and tasks, and supports the employee’s integration into the team. In some cases, the mentor may also assist with the employee’s induction.

- 8) The head of the unit is authorized, within the framework of establishing internal procedures and staff responsibilities for new staff preparation, to appropriately delegate some of the aforementioned responsibilities so as to maintain the standards and rules of the unit while ensuring the required scope of activities.
- 7) To support the activities of the individual participants in the process of recruitment and adaptation, template **checklists** have been created for each person in writing (see Annexe 4) or online. The checklists facilitate continuous monitoring and management of the recruitment and adaptation process.
- 8) To facilitate the orientation of new employees at the University, a comprehensive **welcome letter** has been composed. It provides links to essential documents, practical information and advice for new employees and necessary contacts. The Vice-Chancellor for Strategy and Communication, in cooperation with other departments at the Rector's Office, is responsible for creating and regularly updating the university welcome letter, while the relevant departments are responsible for the content. The Office of the Vice-Chancellor for Strategy and Communication informs the units of any changes to the letter's content. Each unit supplements the template welcome letter with information specific to its circumstances.
- 9) The welcome letter for new employees is available on the university website. The head of the unit will ensure that the available version aligns with the university template and is fully updated.

Article 4

Pre-employment and onboarding procedures

- 1) When an employee is selected in a selection procedure, the onboarding process is handled by an HR manager. In cases of non-selective recruitment, a designated staff member from the respective unit processes the employee's onboarding process and forwards all necessary documents to the HR and Payroll Department.
- 2) To ensure prompt processing of employment documents, it is crucial to submit all necessary documents for the employee's entry into employment, including completed personal questionnaires and a proposed employment agreement reviewed and approved by the relevant unit, to the HR and Payroll Department at least 2 weeks prior to the expected start date.
- 3) An HR manager from the HR and Payroll Department is available to collaborate with all parties involved in resolving any employment-related legal issues throughout the entire process of preparing the employment relationship and conducting recruitment procedures.
- 4) Within 5 working days of receiving all documents, an HR manager from the HR and Payroll Department will prepare the contractual and related documents and ensure that they are forwarded to the head of the relevant unit for signature.
- 5) A designated representative of the unit ensures that the employee signs the employment documents no later than the first day of work. If that is not possible, all entry formalities and procedures must be organized before the employee's start date through coordination between the unit's representative and the relevant HR manager.
- 6) On the day of joining, the newly recruited employee must report to the HR and Payroll Department for the initial training and other necessary formalities. Simultaneously, they must familiarize themselves with the workplace and the related job requirements at the University. This process is facilitated by the designated employees of the unit.

- 7) If any changes occur during the employee's employment that require modifications to the employment contract or wage conditions, the procedure outlined in paragraph 3 shall apply accordingly to the submission and subsequent processing of the required documents.
- 8) To minimize discrepancies in the implementation of labour legal acts, it is recommended to establish individual rules and policies for communication between the unit and the HR and Payroll Department.

Article 5

Other activities prior to and on the first day of work

- 1) In addition to employment law requirements, the employee's supervisor determines the manner and form of the adaptation process, chooses the workstation and its necessary equipment and assigns a mentor. At the same time, they inform the workplace and other relevant organizational units about the new employee's arrival.
- 2) Staff members from designated units, particularly those in administrative, economic administration and IT roles, participate in the preparation for the new employee's arrival.
- 3) **On the first day of work**, the employee's supervisor ensures that the new employee is introduced to other employees and acquainted with the fundamental principles of the University, unit and workplace. They inform the employee about their expectations and introduce them to their assigned mentor.
- 4) On the first day of work, the employee provides necessary training as required by the applicable legislation. This includes training and assessment in the following areas:
 - Occupational Health and Safety (OHS),
 - fire protection (FP),
 - official vehicle drivers (based on anticipated usage).
- 5) **Occupational health and safety training** enables employees to become familiar with the essential requirements for job performance while allowing the employer to verify the employee's understanding and ability to comply with all the principles.
- 6) In addition to general OSH and FP training for all employees, special training is also provided for selected job positions to address any particular risks the employees may encounter in the workplace.
- 7) The method and organization of all OSH and FP training are regulated by separate internal standards. The HR and Payroll Department manager informs the employee about the requirements and methodology for conducting general initial training. Special training for selected job positions must be completed before engaging in the corresponding activities and is arranged by the head of the relevant workplace.
- 8) **Training for official vehicle drivers** is provided for employees who use official vehicles in their work. The HR and Payroll Department manager informs employees about the requirements and details of initial driver training. Completion of the training is confirmed by successfully passing a test on traffic regulations.

Article 6

Adaptation minimum

- 1) **In the first week** of adaptation, the new employee is required to complete the so-called **adaptation minimum** which includes:

- completion of initial OSH and FP training or special OSH and FP training for selected job positions,
 - familiarization with the internal regulations relevant to the job position,
 - familiarization with the internal standards directly relevant to the job position,
 - basic training in the work processes required to perform the role, including a detailed description of tasks, duties and responsibilities,
 - training in the general use of university-wide information systems that are necessary for work performance (e.g. SU IS including the filing service, EIS Magion, etc. if applicable),
 - training in the use and operation of the IT infrastructure, including its basic functions, specifics and user responsibilities (if applicable),
 - completion of training for official vehicle drivers (if applicable).
- 2) Annexe 2 provides a list of internal regulations, internal standards and documents that employees in each job category are required to familiarize themselves with. The relevant documents are available on the university website.
 - 3) Employees are required to confirm in writing or electronically their completion of the adaptation minimum, including familiarization with the relevant documents. This confirmation should be submitted to the unit secretariat after fulfilling the specified obligations but no later than the end of the third month. Once the confirmation is verified, the unit will forward it to the HR and Payroll Department manager to be included in the employee's personal file.
 - 4) The requirement to complete the adaptation minimum may be waived if the employee has terminated their previous employment relationship with the University in a similar position no more than 6 months prior to re-entry, or if the employment relationship is expected to last less than 6 months (e.g. for project implementation), in which case the completion of the necessary initial training and familiarization with internal regulations and standards are sufficient.

Article 7

Adaptation in the workplace

- 1) Adapting to the workplace involves active cooperation and support to ensure that the new employee can efficiently perform the tasks outlined in their job description. This allows them to independently carry out their work tasks, join the work team and gradually become an integral part of it.
- 2) The process of adaptation starts on the employee's first day and typically **lasts 3–6 months**. The length and scope of the adaptation period are determined by the employee's supervisor with regard to the complexity of the job requirements and the employee's readiness to cope with them. The adaptation period may be reduced or individually tailored in the following cases:
 - re-employment of the employee,
 - when the employee is returning from maternity/parental leave or long-term absence due to work-related obstacles,
 - filling a temporary job position created for a specific project with the maximum duration of the job being 20 hours per week or less than 6 months,

provided that the employee agrees to such an arrangement. The exception is subject to the approval of the head of the unit.

- 9) **During the first 2–3 weeks**, the supervisor oversees the employee’s adaptation process. They ensure that the working condition and equipment are adequate, assess the level of cooperation with the mentor and monitor the employee’s training needs.
- 3) Monitoring of the adaptation process is required also **during the first 3 months** on the job. This involves also gradually increasing the complexity of work tasks, adding more tasks and goals and transferring more responsibilities to the employee. By the end of the third month, the employee’s supervisor evaluates the progress of the adaptation and identifies potential further training needs.
- 4) Support tools for employee adaptation include:
 - job rotation, i.e. assigning the new employee to work in different departments for a specific period of time to help them broaden their experience and skills, gain insight into work processes and continuity, and develop flexibility, or
 - internship outside the employee’s primary workplace to help the employee gain professional knowledge and experience by working in a similar field of activity elsewhere.
- 5) The adaptation of academic and scientific staff includes completing a special cycle of basic training seminars organized as part of the university-wide training program focusing on:
 - ethics in research and development (R&D),
 - popularization of R&D,
 - intellectual property, patent protection, etc.,
 - development of managerial skills.

In justified individual cases, attendance at seminars that are not relevant to the employee’s role or level of knowledge and experience may be waived. Any changes to the scope of basic training seminars are decided by the employee’s superior.

- 6) Senior staff members must receive training on staff evaluation procedures. The training is provided by the relevant unit.
- 7) The seminars referred to in paragraph 5 and the training referred to in paragraph 6 are organized either in a face-to-face format at least once a year (depending on the expected number of participants) or online. New employees are required to complete the entire cycle within 1 year of joining the organization. Attendance at these seminars may be waived at the request of the supervisor in justified cases (e.g. for staff members with sufficient previous research or management experience) or for employees referred to in paragraph 2, subject to the approval of the head of the unit.
- 8) **After 6 months** of employment, the employee’s supervisor will carry out an evaluation of the results of the adaptation process. The evaluation includes assessing the employee’s work performance and achievement of the adaptation objectives to determine if the employee is capable of independently carrying out their job activities. The results of the assessment are discussed transparently with the employee.
- 9) A similar evaluation is performed by the employee’s supervisor before the end of the first year. At the same time, the supervisor provides the employee with new objectives for the

following period in accordance with the regular performance evaluation system applied in the unit.

Article 8

Support for postdoctoral fellows

- 1) A postdoctoral fellow (postdoc) can be employed as a postdoctoral researcher or a postdoctoral research assistant when they meet the conditions outlined in the Internal Wage Regulations of the Silesian University in Opava. These employees generally possess the necessary qualifications for their respective roles. However, due to a lack of specific experience in certain professional areas, they may not be fully proficient in their work. Acquiring a higher level of expertise is crucial for their professional and personal growth.
- 2) Providing intensive support to a postdoctoral fellow during their adaptation phase is crucial, as is offering comprehensive support for their ongoing professional growth throughout the duration of their appointment or for the period specified by the selection procedure or in the conditions of the funding provider.
- 3) Support for postdoctoral fellows primarily takes the form of targeted supervision by an experienced academic or researcher mentor with expertise in the field. This support includes facilitating involvement in or independent management of research projects, or providing guidance for publication activities.
- 4) The postdoctoral researcher's supervisor is responsible for providing support in accordance with Article 5(1). The postdoc's mentor is typically an associate professor or professor. When selecting the mentor, the thematic focus of the postdoc's research activities should be taken into account. If necessary, the mentor can be changed at the request of the postdoc, the mentor or at the initiative of the supervisor.
- 5) The mentor regularly monitors the postdoc's research work, assists in selecting research topics, and identifies potential opportunities for securing projects, etc. Upon request, the mentor provides a progress statement to the postdoc's supervisor or the head of the unit.

Article 9

Final provisions

These guidelines shall come into force on the date of their publication on the intranet and shall take effect on 1 November 2022.

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Annexes:

Annexe 1 - Adaptation process – model scheme of activities and responsibilities

Annexe 2 - List of fundamental internal regulations, standards and documents for new employees

Annexe 3 - Certificate of completion of the adaptation minimum

Annexe 4 - Template checklists for the adaptation process

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