

STUDY OF STANDARD DOCUMENTATION

Objectives:

- To get acquainted with the content of the IPHYS's internal documentation and to obtain an objective description of the current situation (with increased consideration for the areas that are the subject of the HR Award).
- To verify the completeness and logical interdependence of individual documents and to identify key areas for the follow-up questionnaire survey.

Process:

- A more detailed research of all regulations and standards was carried out in a logical "top-down" sequence, i.e. from the constitutional documents through the codes to the guidelines.
- The main attention was paid to how succinctly the purpose of each document was described, its link to other documents of lower and higher order and also to the clarity of the description of the individual processes/workflows and the quality of templates and appendices.
- The study of the documents was confronted with the IPHYS's organisational structure and the description of the activities of the individual workplaces.

Outputs:

- The documentation is in an updated form (implemented mostly in the years 2015-2017).
- The total number of documents, their hierarchy and content processing correspond to the nature of the scientific institution of the type of IPHYS. However, it can not be claimed that all the areas of the IPHYS's activities are covered evenly.
- Weaknesses were identified mainly in the field of human resources. Documents in this area de facto relate mainly to payroll issues and there is a lack of system-based recruitment, training and staff evaluation.

QUESTIONNAIRE SURVEY

Objectives:

- To obtain relevant information about those HR Award areas that have not been found in the previous stages of GAP analysis.
- To enable respondents to take an opinion on some less frequent topics - strategies, career development, mobility projects and internships, etc.

Process:

- Assembling 2 forms of the questionnaire:
 - the online version was intended for a larger number of respondents and was focused on the knowledge of competences and responsibilities in regard to labour-law issues and knowledge of the IPHYS's information sources,
 - standard questionnaire survey, divided into two parts, organised in four areas, containing both closed-ended questions (within objective to map out the general view of

respondents on a given issue) and open-ended questions (developing some topics and/or asking about the optimal target state of the area surveyed).

- The answers were processed in both types of questionnaires separately with the follow-up summary conclusions.

Outputs:

- The on-line questionnaire did not produce any surprising results; it can be summarised that the vast majority of employees understand the set rules but they are not actively interested in them.
- Regarding the questionnaire survey, the vast majority of scientists responded to all open-ended questions with the prevailing "central tendency".
- Regarding the convergence of views, most of the responses show a high degree of diversity. The most comments and suggestions were recorded in the field of recruitment.
- The members of service staff were quite brief in terms of their statements; some of them even avoided their answers to closed-ended questions.
- Some comments indicated the need for additional questions for which individual interviews were selected.

ADDITIONAL INDIVIDUAL INTERVIEWS**Objectives:**

- To analyse selected topics in more detail.
- To enable respondents describe their views on the issues in the areas of research freedom, professional responsibility, recruitment and evaluation/appraisal system more specifically.

Process:

- Formulation of questions on individual topics.
- Selection of respondents.
- Implementation of actual interviews.

Outputs:

- In regard to the first two topics, interviews proved that these areas represent a natural part of the work of scientists.
- The opposite result was recorded in regard to HR topics, which are perceived by most senior scientists as being rather administrative and they do not attach great importance to them.
- Confirmed, at the same time was the need to focus on these areas in the follow-up workshops.

WORKSHOPS/FOCUS GROUPS

Objectives:

- To inform participants about the importance of personnel processes and their direct link to the performance and cooperation of staff.
- To define proposals for adequate changes in these processes that are in line with the HR Award.

Process:

- Preparation of scenarios for individual workshops (focusing on recruitment, evaluation and rewarding and career development).
- The actual implementation of workshops:
 - a very brief presentation of the issue
 - entering questions for the created teams of respondents
 - consolidation of answers
 - summarising ideas for change.

Outputs:

- All processes lack system approach.
- In regard to recruitment it will be necessary to unify the process and to work more actively with different recruitment resources and tools to efficiently recruit new staff.
- The introduction of a regular evaluation system is another recommendation that will improve feedback mechanisms in the IPHYS.
- Essential, for the remuneration system, is to focus on the balance between the claim and the optional wage component (in regard to the optional wage component it is necessary to determine the powers of senior staff and to unify the criteria for its distribution).