



EVROPSKÁ UNIE  
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**FZU**

Fyzikální ústav  
Akademie věd  
České republiky

# Human resources strategy

Institute of Physics of the Czech Academy  
of Sciences



## Introduction:

The FZU mission is to understand and explain basic phenomena and processes in this world and to search for solutions for the current scientific and technical challenges of modern society. To be able to accomplish this FZU mission, we consider it crucial to have enough highly qualified and motivated employees and to create quality working conditions and an inspiring research environment.

## Background and goals:

In 2017 we acknowledged [the European Charter for Researchers and the Code of Conduct for the Recruitment Researchers](#). In accordance with these principles, the area of human resources management has been gradually changing so that it became an integral part of the institution's strategic management and came thus closer to conditions offered at developed European research organizations. Consequently, FZU has been awarded the [„HR Excellence in Research Award“](#) by the European Commission.

The area of working relations at FZU was dealt with by the Personnel and Payroll Department which takes care of common operating HR administrative work and processing and payment of salaries. The area of human resources management at FZU was not systematically approached for a long time and it was mainly the director, heads of divisions, and heads of departments who performed these activities as part of their units' management. This approach did not allow for either cohesive procedures to be applied across the organization or sufficient professional support of individual HR processes.

At the turn of 2018/2019, a new HR team was made up at FZU. The goal of the HR team is to gradually prepare methodologies and strategies in the HR area and to ensure their implementation and connection to other HR activities in the institution. Another important activity performed by the HR team included the gradual training of managers and the incorporation of all HR processes into the FZU operation. The HR team was also given a new structure which enables targeted work of HR partners with division and department heads. The interaction between the HR team and managerial employees thus results in the progressive accomplishment of short-term goals of the HR strategy and also in the improvement of HR procedures reflecting the needs of individual employees as well as larger FZU organizational units.

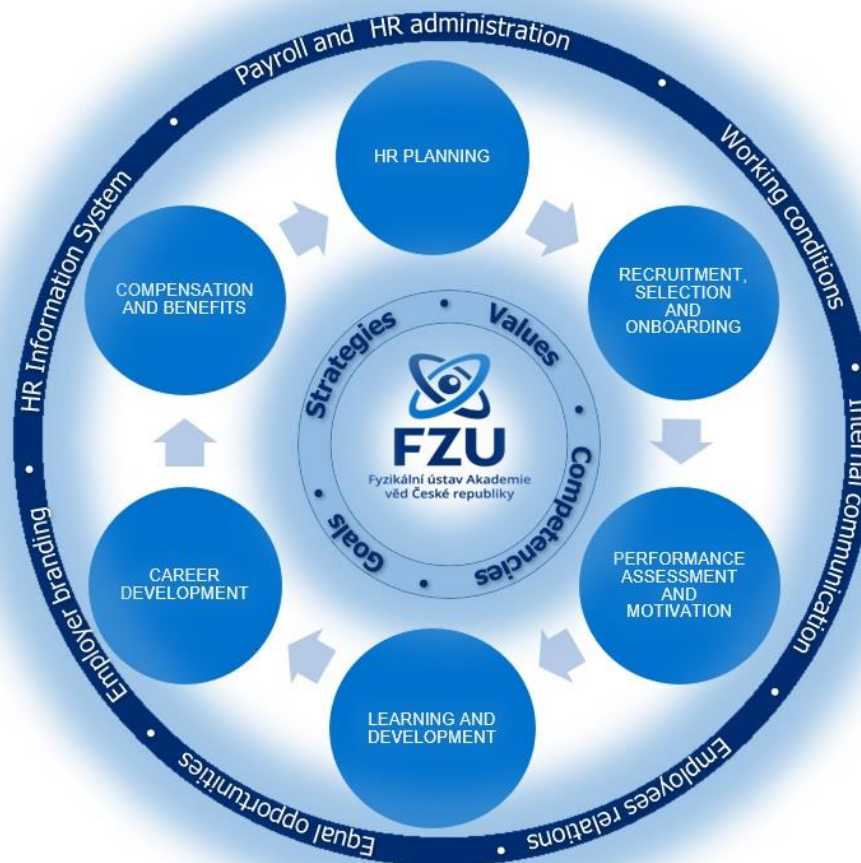
From a long-term point of view, FZU strives to improve the quality of working conditions and research environment so that the institution is perceived as a top-class research institution not only for Czech but also international scientists. These activities should lead to such conditions and processes being set up at the institution in compliance with the principles of the European Charter and Code and confirmed standards for maintaining the HR Excellence in Research Award. The interest in our employees' feedback together with continuous changes evaluation is an integral part of new HR processes implementation. We believe that these activities represent an important aspect of building and developing the FZU organizational culture – a culture, which is based on science and research findings, transparency, open communication, freedom of speech, and respect for diversity in culture, opinion, etc.



## The concept of the FZU HR management

The goal of HR management is to create a set of interconnected and methodologically described HR activities which will become an inherent part of the FZU working life. Their gradual implementation into the FZU operation will support quality and targeted work with employees and ensure the systematic set-up of working procedures in the organization. This system also includes implementation of institute-wide HR support which will primarily be offered to managers and will provide not only professional support to them but also ease their administration workload.

Core HR activities are defined in the diagram below.





## HR activities

**HR planning** is done in collaboration with department heads. The purpose is to make sure that each unit will have sufficient qualified staff to be able to perform all the current activities and also to implement planned projects and goals. HR planning should take into account changes related to individual employees' needs, mainly extension/reduction of FTEs, retirement, starts/ends of maternity/parent leaves, secondments, participation in mobility programmes, etc.

The goal of **the recruitment and selection process** is to attract highly qualified, talented and motivated employees in the long term. The selection procedures are conducted with maximum possible transparency, openness towards the candidates, based on relevant selection criteria and with respect to all the job applicants.

As its integral part, the recruitment strategy includes **building the employer's brand**. This activity includes an analysis of the situation on the labour market and possible competitive advantages of the institute on the national and international level. Based on these inputs the most suitable means of the candidates' attraction are identified. The aim is to promote FZU as a stable and world-class research institution which offers its employees the most suitable conditions possible for their professional career and growth.

Smooth induction of new employees is facilitated within an **on-boarding process**. A systematic set-up of this process helps new employees to quickly understand the operation of the institution and provides them with the information they need to perform their work. The individual support by the HR team also helps to lower the mental load related to joining a new team and establishing relationships at a new workplace.

**Regular performance assessment** at FZU aims to strengthen mutual communication between employees and managers, support the systematic improvement of our employees' knowledge and productivity and contribute to employees' motivation to achieve excellent results. The assessment inputs are also very important for subsequent activities, mainly for the area of career planning, learning and compensation. The assessment of researchers is performed in the form of a qualification audit under the Career Rules for University Educated Employees of the Czech Academy of Sciences. The results of qualification audits are decisive for future career growth and researchers' salary evaluation.

**Learning and development** are designed to create suitable conditions for the development of employees at all levels holding all different posts. Long-term goals in this area include ensuring a systematic and targeted approach to the training and development of each employee. Training and workshops at FZU offer not only an extension of professional and language knowledge but also the development of soft skills for individuals and teams as well.

As its crucial part, the **career development** of scientists includes the transfer of experience, long-term training, personal growth, improvement and extension of professional qualifications and the options of future career growth. Career growth planning for individual employees is primarily based on the close cooperation of employees with their managers. Another supportive tool is mentoring and regular education programmes, workshops and seminars.

In the area of **compensation and benefits**, we strive to use the possibilities of the institution to the maximum so that FZU could offer attractive and long-term sustainable conditions to its employees. FZU supports fair and motivating working conditions which encourage work-life





balance and which enable adequate employment for employees according to their individual needs.

The FZU **HR information system** provides basic information about individual employees. Gradually, IT tools are implemented which should lower the administration load of managers, make document workflow more effective and ensure that personal data are protected.

In all these activities, the main focus is on ensuring open and transparent procedures which all employees understand. The basic precondition for achieving all the goals mentioned above is the good cooperation of the HR team with the management on all levels.

### **Conclusion:**

Correct set-up and implementation of all the procedures mentioned in the strategy should result in an effective and sustainable system of human resources management at FZU. This will enable improving the capacities and the research and development quality of FZU, and increasing the institution's prestige on a European as well as international level. This effort is reflected also in the fact that FZU was awarded the HR Excellence in Research Award in 2019. The compliance with the requirements for maintaining this award together with the regular evaluation by the European Commission are considered as efficient control mechanisms for keeping the highest standards of HR practices at FZU.

### Related document:

[European Charter for Researchers and the Code of Conduct for the Recruitment Researchers](#)