



HR Strategy of the Faculty of Health Studies of the Technical University of Liberec for the period 2022 to 2025, with a view to 2030

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A. Introduction

People are the basic prerequisite for the success of any institution. Attracting and retaining qualified, motivated, loyal, and personally mature employees is a long-term process whose objectives and sub-steps are defined by the human resource (HR) strategy.

The HR Strategy of the Faculty of Health Studies of the Technical University of Liberec (hereinafter referred to as FHS) for the period 2022 to 2025, with a view to 2030 (hereinafter referred to as the HR Strategy of FHS) defines objectives in the field of human resources management and sets out measures leading to their achievement in relation to the HR Strategy of the Technical University of Liberec, taking into account the needs and internal specifics of FHS.

The key strategic objectives in the area of human resources are:

1. To support the potential of employees and motivate them to use it in accordance with the objectives and strategic development of FHS and TUL.
2. To work intensively with employees as the most important asset and source of success.
3. To include in the management of employees the development of open internal communication and a corporate culture that respects the core values of TUL.
4. To deepen international cooperation in connection with the participation of foreign experts in the activities of FHS.



Specific steps for attracting, retaining, and developing high-quality employees are further specified in the Action Plan (Part C)

B. Areas of the HR strategy

I. Planning, recruitment, and selection of employees, including their adaptation

In accordance with the strategic plan, FHS will ensure the search, effective selection, definition of roles, and controlled adaptation of new employees in the areas of education, science, research, and support activities in which it conducts its activities.

Objective: Optimise staffing in all positions.

Activities to achieve the objective:

- *Plan the jobs of all FHS employees (academic, scientific, administrative, and others).*
- *Establish a system of functional positions and define the requirements and competencies for filling them.*
- *Optimise the selection and filling of vacancies.*
- *Define job descriptions and required competencies for all FHS employees (academic, scientific, administrative, and other).*
- *Actively seek out and involve professionals from practice in working teams.*
- *Introduce an adapt the process for new employees, employees after a long absence from work, or employees changing jobs.*

II. Training and employee development

The development of the working skills of employees is mainly through increasing qualifications, professional or study placements, education, and learning or sharing of experience.

Objective: Fill all job positions with employees with appropriate qualifications and required professional skills.

Activities to achieve the objective:

- *Create the Career Regulations of FHS in relation to the Career Regulations of TUL.*
- *Create employee development plans for employees related to the positions held.*
- *Support the acquisition and development of key competences for specific target groups of employees.*
- *Motivate and support academic and non-academic employees in gaining foreign experience through internships, work stays, mobility, etc.*



- *Appoint internal mentors and define their competencies.*

III. Employee evaluation

The development of a system of regular evaluation will enable the unification of demands on employees, provide an overview of their performance and quality of work, identify their potential, increased motivation, and co-responsibility for results. The information can then be used for further planning and targeted training. Individual meetings as part of personal appraisals have the potential to open the way for effective communication between supervisors and subordinates, to obtain mutual feedback, and to provide the basis for further employee activities and remuneration.

Objective: Effective communication with a focus on optimising work performance and utilising the employee's work potential.

Activities to achieve the objective:

- *Establish a system of regular evaluation of all employees, use an internal application for the development and evaluation of TUL employees.*
- *Support senior employees in developing communication and management skills.*

IV. Employee remuneration

Establishing a system of equal and fair remuneration is a prerequisite for increased employee motivation for optimal work performance.

Objective: Fair and equitable remuneration linked to performance and results.

Activities to achieve the objective:

- *Establish internal rules of remuneration at FHS in accordance with the Internal Wage Regulations of TUL.*
- *Define the required work performance of an academic and scientific employee, or specify indicators of their work performance.*
- *Define the criteria for above-tariff remuneration of employees.*

V. Care for employees

Systematic strengthening of the corporate culture and employee identification with the faculty.

Objective: Increase the satisfaction and motivation of employees to deliver optimal performance and to strengthen the positive bond with the employer.

Activities to achieve the objective:

- *Regularly conduct satisfaction surveys of employees, including feedback.*
- *Promote and maintain collegial working relationships and adherence to ethical and moral principles and principles in relation to the Gender Equality Plan and the Code of Ethics for TUL employees and students.*



- *Prevent discriminatory behaviour, harassment, and other forms of inappropriate behaviour, and to observe equal opportunities in all areas of FHS activities.*
- *Inform employees about employee benefits at FHS and TUL, revise TUL employee benefits with regard to the employer's capabilities and employee preferences.*
- *Support the work life balance of FHS employees, respecting their caring roles (by amending internal legislation and internal procedures, offering part-time work, working from home, adjusting working hours, etc.)*
- *Maintain contact with employees - parents on maternity and parental leave.*
- *Ensure and cultivate a safe and pleasant working environment. Care for the environment.*
- *Encourage teamwork.*

VI. Internal communication

Controlled communication across individual parts of the university and FHS is the way to provide complete and objective information to employees, which is a prerequisite for their intensive involvement in the activities of FHS and the university.

Objective: *Effective sharing and flow of information in all directions.*

Activities to achieve the objective:

- *Create an effective system of information transfer between FHS employees in relation to TUL communication flows.*

VII. Controlling HR

For the analyses and evaluation within the framework of controlling HR, HR indicators will be used, but also information determined in other ways, in particular by collecting and evaluating relevant data, conducting interviews at different levels, workplaces or with different groups of employees or students, or conducting a satisfaction survey of FHS employees in relation to the TUL personnel standards.

Objective: *Establish measurable data-driven criteria to support HR management.*

Activities to achieve the objective:

- *Establish HR indicators and a system for monitoring them.*
- *Establish a system of appropriate HR measures based on the evaluation of the results of HR indicators.*



VIII. HR IS and digitisation

Digitisation will eliminate human errors, and simplify procedures, and activities. FHS will support the digitalisation and interconnection of individual information systems (VEMA, STAG, ESSS, GAP, etc.) at TUL and within the faculty as much as possible.

Objective: Increase the effectiveness of the HR agenda.

Activities to achieve the objective:

- Initiate and support activities leading to the introduction of digitisation and automation in as many activities as possible