

Principles of personnel policy

Faculty of Mechanical Engineering TUL

PREAMBLE

Fulfilling the essence of the university is a reflection of the morality and scholarship of the university community and at the same time it is also conditioned by a functioning system of organisation, administration and quality of activities, supporting infrastructure and the setting up of an internal quality assessment system for all activities.

The personnel policy of the Faculty of Mechanical Engineering of TUL is a "set of principles and steps" that lead to fulfil the Strategic Plan of the educational and creative activities of the Faculty of Mechanical Engineering of TUL for the period 2021–2025 with a view to 2030 and to the fulfilment of the Strategy of Science, Research and innovation of the Faculty of Mechanical Engineering of TUL until 2030.

The personnel policy of the Faculty of Mechanical Engineering of TUL is based on the qualification growth of academic staff, which is a condition for the sustainability and development of disciplines and departments. Qualification growth is conditioned by the development of research programmes, which is a condition for the development and sustainability of disciplines and departments.

The Higher Education Act articulates the nature of academic activity as well as the rights and duties of academic staff in its introductory paragraphs 1 to 4.

However, the right to teach and educate in freely developed fields of science is conditioned by a responsibility to society and a responsibility to the scientific community – the university and the faculty society.

It is therefore conditioned by a certain degree of control and obligation, the search for balance conditioned by the necessary inertia of educational content, the definition of scientific research directions and research programmes, and financial requirements and resources.

doc. Ing. Jaromír Moravec, Ph.D.
Dean of the FME TUL

Strategic goals of the Faculty of FME TUL until 2030

- The Faculty of Mechanical Engineering is a place for academics to exercise academic freedom with personal responsibility to the Faculty, the University and society.
- The Faculty of Mechanical Engineering is a respected authority that claims social responsibility for the sustainable development of society, which is reflected in the personal approach of academics and staff.
- The Faculty of Mechanical Engineering is a respected authority and employer that creates a quality environment and facilities for employees.
- The Faculty of Mechanical Engineering is an attractive and inspiring workplace from the point of view of students and graduates.
- The Faculty of Mechanical Engineering is a faculty operating on the principles of professional management of activities and services with functioning information systems.
- The Faculty of Mechanical Engineering has a strategy for the management and coordination of activities, sufficient staff and carries out evaluation of activities to set parameters for its development.

Assessment of the period 2018–2023

The Faculty of Mechanical Engineering is staff-stabilized, the number of staff has been more or less comparable over the last five years. The key persons of the scientific research teams are associate professors and professors, and in terms of sustainability and faculty development, young academics assistant professors and doctoral students.

In terms of categories, academics predominate and this structure must be maintained in the future. Creative activity, education and teaching, guarantee of study programmes and courses is and will continue to be based on tribal academic staff. Research teams of academic staff are supported by researchers involved in research programmes and doctoral students.

In 2023, the academic community included approximately 136 staff, approximately 111 overcounted. Of these, 11 are professors (9.7 FET), 27 associate professors (21.9 FET), 53 assistant professors (43.6 FET), 9 assistant professors (6 FET), 11 researchers (6.9 FET), and 23 others (212.3 FET).

The faculty has a favourable age structure, which offers potential for faculty development. Over the past five years, the expected natural generational turnover of staff has occurred and at the same time the faculty has been replenished. During the period under review, successful habilitation procedures have taken place, improving the qualification structure of academics.

In the next five-year period, it is desirable to strengthen the quality and success rate of doctoral studies and to strengthen the professorial procedures proportionately.

The organizational structure of the faculty is based on the tradition of departments, which form the basic scientific research workplaces carrying research programmes and guaranteeing study programmes. The Faculty consists of ten departments. The departments develop scientific research activities in defined research programmes, classified into research areas.

The organisation of activities is based on the organisational structure of the faculty. Since 2006, the Faculty of Mechanical Engineering has been setting and developing systemic standards

for the organisation and management of the Faculty. The Faculty is divided into 10 departments and a dean's office. The dean's office comprises the top strategic management represented by the dean and vice-deans for the respective areas of activity, the secretary and administrative support apparatus, the Department of Studies and the Department of Development and Projects.

KEY FACTORS

Open, inspiring, motivating environment

People are the most significant and important factor of any institution. Associate professors and professors are the key persons of the scientific research teams, and from the perspective of sustainability and development of the faculty, young academic staff in the positions of assistant professors and doctoral students.

Objectives:

- To develop a sense of belonging, consideration, respect and collegiality.
- To promote equality of opportunity and opportunity for all.
- Strengthen international standards in all areas of activity.

Measures:

- Develop interaction between the academic environment and the non-university environment and strengthen the awareness of the responsibility of the academic community of the faculty for governance.
- To implement community activities and discussion forums within the faculty, promoting discussions, exchanges of experiences and opinions.
- Promote student involvement in the academic self-government of the faculty and in student activities.
- Strengthen the functioning of administrative, managerial and professional facilities, including information and legal services.

Staff structure

In terms of faculty development, research departments need to be proportionally strengthened with young academics, ideally from outside the institution. Increased internationalisation is desirable and international mobility of faculty members and to strengthen faculty diversity. Quality research requires the functioning of supportive administrative and managerial facilities.

Objectives:

- Implement the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.
- Set up an appraisal-based remuneration system for employees.
- Increase in the number of academic staff by about 20% by 2030.
- Increase in the number of successful doctoral students by about 30%.
- Increase faculty staff diversity, i.e. incoming academic staff from outside the university.

Measures:

- Open personnel policy towards heads of departments and feedback to faculty management.
- Strengthen accountability for the implementation of the workplace development plan.
- To develop the management of scientific research activities and scientific research administration.
- Improve the quality of management and activities related to project activities, including pre- and post-project steps and activities.
- To set and raise the standards of support apparatus activities at all organizational levels of the faculty.
- Actively participate and cooperate with the university management in the development of the TUL information system and the interconnection of individual modules of activity management.

Career standards

From the perspective of faculty development, in relation to fulfilling the key role in society defined by the Higher Education Act, it is necessary to set standards of activities and career requirements. Career requirements are conditioned by freedom of research on the one hand, responsibility to the whole on the other. Planning and evaluation should be seen as an expression of the responsibility of the individual, the departments and the faculty.

Objectives:

- Define and implement career requirements for academic, scientific and other staff.
- To set up a functional strategy for the management and coordination of the activities of the FME of TUL.

Measures:

- To set up a procedure/regular evaluation of the research programmes of the FME of TUL.
- Strengthen the responsibility for the implementation of the development plan of the departments and research programmes of the Faculty of Mechanical Engineering of TUL.
- To set up TUL legislative measures – TUL Career Regulations, TUL Staff Development and Evaluation, Work Regulations, Internal Wage Regulations.
- To set up a system of evaluation of academic and other staff, taking into account teaching, scientific research activities, other creative activities and results and other activities.
- Set up steps to support and motivate young academic staff of the faculty.
- Support TUL grant programs to strengthen the quality of scientific work especially in basic research and to enhance the prestige of the scientific team at the international level.
- Establish a fund to support scientific research mobility.
- Involvement of PhD students in scientific research activities of the faculty.
- Strengthen the standards of doctoral studies, including requirements for supervisors.

Training and personal development of employees

An essential condition for the development of the faculty and the university are education, professional growth and deepening of qualifications of academics and other employees. Education and development are a necessary part of the development of any society. In order to maintain the necessary level of qualification, it is also necessary to develop job skills and competencies.

Objectives:

- Create a friendly, motivated and loyal environment.
- Set up a system of support, offers and benefits for employees.

Measures:

- Provide support, guidance and mentoring to incoming academics and staff.
- Create conditions for maintaining contact with the field during childcare, parental leave, care for family members, etc.
- Training of academics in skill areas and targeted specialisation areas
- Increase the qualifications and expertise of the administrative staff, including internships in the Czech Republic and abroad.
- Introduce sabbaticals into career plans as a natural part of the research growth of academics.
- Strengthen effective information sharing and flow.

IMPLEMENTATION TOOLS

Strategic

- Staffing Strategy of the Technical University of Liberec for the period 2022 to 2025, with a view to 2030

Career and motivational

- Prerequisites and conditions for career development defined by regulations for different university levels and faculty management.
- Requirements and conditions of the state doctoral examination, habilitation proceedings and proceedings for appointment as professor.
- Dean's directive on the determination of departmental performance, salary and financial instruments.

Evaluation of activities

- Reports on internal quality assessment of educational, creative and related activities of TUL
- Standards of National Accreditation Bureau for Higher Education and TUL activities
- Methodology for the evaluation of research organisations of the RDI Council of Government of the Czech Republic
- FME TUL Annual Reports on Activities, FME TUL Annual Reports on Management
- Evaluation of the fulfilment of the annual plans of the Plan Implementation of the Strategic Plan FME TUL
- Evaluation of the research programmes of FME TUL

SWOT ANALYSIS

Strengths

Adequate level and quality of educational activities

Tradition of activities and disciplines at the faculty

Development of new areas and directions, integration of modern knowledge into education and R&D

High employability of graduates in the labour market, high demand for labour market requirements
Stabilized staff structure and good qualification structure of academics
Infrastructure comparable to foreign universities and research institutes
Significant links to application and industry, high proportion of contract research
Involvement in applied research projects
Close contacts and cooperation with university departments in the Czech Republic and abroad
Strong involvement of doctoral students in scientific research activities, professional activities
Experience and ability to commercialise R&D results
Ability to ensure operations during crisis situations

Weaknesses

Low participation in international projects, science and research
High administrative burden on academics and departments
Low percentage of funding for basic research
Low cooperation with foreign institutions
Disproportion in the level of research teams and the workload of academic staff
Declining number of doctoral students
Low staff diversity and inbreeding of academic staff
High overhead activities
Inappropriate structure of TUL, unclear position of the NATI within TUL

Opportunities

EU membership, support for R&D, possibilities of cooperation with foreign institutions
Increasing the volume of research under the new programming period 2021–2027
Development in the field of internationalisation of education, R&D
Involvement of the young generation in international projects, activities
Research facilities with strong potential for applied research and applicable results
Motivating and supporting young scientists
Increasing the professional mobility of academics and staff
Increasing interest and support for basic research from industry
Good conditions for interdisciplinary cooperation given by the structure of the faculty and the structure of the TUL faculties
Investments in Hi-Tech technologies and laboratories
Exploiting other commercialisation opportunities by setting up spin-off
Reasonable direction of the methodology of evaluation of technical activities of universities, increased state support for technical education
Favourable demographic development in 8–10 years
Development of new research directions, interdisciplinary research

Threats

Loss of university credit
Low number of applicants for studies
Lack of preparedness of students from secondary education
Decline in the level of knowledge of students at all levels of the education system
Unevenness of activities and performance of individual units of TUL and faculty departments
Departure of key academics to non-university sphere and abroad
Competition between TUL and private universities
Failure to obtain accreditation and institutional accreditation
Lack of financial resources from the state in terms of stability and development planning

Low funding for free research

Increasing administrative burden of all processes related to the functioning of the university

Threats of sanctions in project management and administration

Expected stagnation and economic downturn

Insufficient support of engineering faculties by the state

Interference in the self-government of universities by applying the principles and requirements of equality