

HUMANE

Heads of University Management & Administration Network in Europe

SEMINAR

Comenius University Bratislava

Friday 12th to Saturday 13th April 2002

“Human Resources”

Abstracts

Session 2

'Staff Matters - More Questions than Answers'

Michael Gleeson, Trinity College, Dublin

A substantial element of University budgets is pay costs. Furthermore, in traditional universities it is very difficult, if not impossible, to re-deploy pay resources, since much is dictated by the historical baseline in faculties or departments. How do we know that these are valid? Are there international norms? How have other universities addressed the issue?

How do we recruit and retain the best staff? Are our recruitment and promotions criteria appropriate in the context of modern universities? Is the traditional academic role still one that will be correct in the future for different types of universities? Are there similar issues in regard to administrative and support staff?

Some approaches taken in regard to workload by the US and Australia will be mentioned. There seems to be no 'right' answer, and it is hoped that we can share experiences and perhaps learn from each other's errors, and approaches.

Session 3

'A Fair Day's Work for a Fair Day's Pay: A workload system at the University of Salford'

Malcolm Winton, University of Salford

The University of Salford is located in the Manchester area of North-West England. It was founded in 1896 but expanded in the 1990s through the take-over of neighbouring Colleges of Nursing and Technology. It currently has 18,000 students across a wide range of disciplines and almost 3,000 staff.

The Government has required universities to participate in a so-called "transparency review". This identifies the total amount of income received and the total expenditure incurred at university level for teaching, research and other activities. The purpose is to demonstrate whether there are cross-subsidies between the various areas. A key area of expenditure is on staff, and universities are therefore required to develop methods for splitting staff time between teaching and research.

Universities are also being encouraged to develop “costing and pricing models”. These seek to work out the costs to the institution of running a particular course or undertaking a specific research programme. Where the university has some freedom in setting charges this can lead on to informed decisions about pricing. Where charges are fixed externally (e.g. undergraduate programmes for EU students) the costing model allows the university to decide whether to continue the programme. Again, information on how staff (particularly academic staff) spend their time is an essential element.

The University of Salford has developed a “workload balancing system” which seeks to map the diverse activities of academic staff and to ensure that there is equality in workloads. It is operated by Heads of School and takes account of

- teaching commitments
- research performance
- administrative tasks (e.g. admissions officer)
- postgraduate supervision
- industry/commerce activities

The session will explain the principles behind the system and describe how it helps the University to manage its staff resources and to respond to the external requirements for transparency.

Session 4

Legislation on Human Resources in the Czech Republic

Jiri Jirka, Palacky University, Olomouc (CZ)

Since this could be a very wide topic the presentation will be focused mainly on the situation after the 1989 “velvet revolution” in the Czech higher education.

The main part of the presentation will introduce the main legislative regulations and their subsequent amendments, and describe their positive and negative impacts on the staff policy of the HE institutions. As there were no significant changes in the basic labour act (labour code) during the last twelve-year period in the Czech Republic (except that of adapting it to the EU conditions) the presentation will be focused mainly on the influence of the Higher Education Acts, partially of the income tax act and the regulations for salaries and wages policies.

I will try to describe the impact of some specific provisions introduced by the first Higher Education Act in 1990 and its amendment in 1993 (obligatory limited contracts with academic staff for a maximum of 5 years, and the possibility of competition for the occupied posts in the specific cases). I shall therefore also touch on the problem of the staff who came back to the Universities after several years of political persecution, and the problem of competition between HE Institutions and the private sector in the labour market and its influence on the structure of the staff. After this I shall continue with the new HE Act since 1998 and the impact of the new internal regulations of HEIs allowed by this act in the HR policy of the universities.

Session 5

A Performance-Bonus System at the Helsinki University of Technology

Esa Luomala, Helsinki University of Technology (FI)

All universities in Finland are state universities. The present state salary system is based on salary classes defined for each office. Every office has its basic salary and after it every civil servant can have increments according to the years served, that is, after 1, 4, 8, 11 and 18 years of service.

Plans have been made in the Finnish universities to go on to a new salary system. According to the new salary system planned, the salary of each civil servant will be defined on the basis of two factors: first, according to the requirements of the task, and second, according to the personal performance of the employee. In addition to the personal salary civil servants may get performance bonuses. These are the elements of the new salary system which Helsinki University of Technology has been experimenting.

As part of the transfer, experiments have been made at Helsinki University of Technology to pay performance bonuses to the personnel.

Performance bonuses mean here ***bonuses paid once a year to efficient groups*** which have gained good results.

The presentation gives an account of the experiments made, criteria used for performance bonuses, amounts of the bonuses and the feedback gained from the experiment as a whole.

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