



DRAFT

EDUPROF NETWORK MEETING AND STUDY VISIT - HRM, ORGANISING RESEARCH IN YOUR UAS

Lithuania, Estonia

Meeting place: Estonia, 26-27 November 2009

Introduction:

UAS is a linking institution in the knowledge triangle between education, research and innovation. Research in UAS is close to needs of industry and local economy and is integrated to the teaching mission.

The Human Resources Management (HRM) function includes a variety of activities, and key among them is deciding what staffing needs you have and whether to use independent contractors or hire employees to fill these needs, recruiting and training the best employees, ensuring they are high performers. Activities also include managing your approach to employee benefits and compensation.

What is a difference between HRM (a major management activity) and HRD (Human Resource Development, a profession)? Those people who might include HRM in HRD, explaining that HRD includes the broader range of activities to develop personnel inside of organizations, including career development, organization development, etc. One of the major challenges of HRD strategy is to guarantee sustainable development of academic personnel of UAS.

Themes to discuss:

- Which is a model of HRM and organizing research at UAS to foster the link between UAS's mission statement, student learning outcomes and world of work?
- How to motivate academic staff in UAS?

The topic of HRM is divided into three central subthemes/ workshops:

1. System of HRM policy concerning UAS research and some particular requirements of organizing research at UAS on national level.
2. Aspects /criteria of the Human Resource Development strategy - administrative level, faculty level.
3. Implementing principles of Career Portfolio Development of a young professional within UAS.



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Programme:

26th of November

Morning	Fly-in
12.30-13.30	Lunch
13.30-15.00	Study visit Visiting the Faculties of the TTK/ UAS
15.00-17.30	Expert meeting <u>Workshop 1</u> System of HRM policy concerning UAS research and some particular requirements of organizing research at UAS on national level.
19.30	Dinner

27th of November

09.00-11.00	<u>Study visit</u> Visiting the IT College Is there possible to find interaction between individual HR practices, between HR practices and institution size, and between HR practices and R&D intensity?
11.15-12.45	Expert meeting <u>Workshop 2</u> Aspects /criteria of the Human Resource Development strategy - administrative level, faculty level
12.45-13.30	Lunch at the TTK/UAS
13.30-15.00	Expert meeting <u>Workshop 3</u> Implementing principles of Career Portfolio Development of a young professional within UAS
15.00-16.30	Workshops conclusions and recommendations



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Additional Information:

Themes to discuss:

Workshop 1: System of HRM policy concerning UAS research and some particular requirements of organizing research at UAS on national level

The work of a teacher (educator) or a researcher is organized on the both level - individual and team. Management techniques play an important role both in the selection and employment of staff and in the formation of teams. Hiring new staff or developing existing personnel would focus on attracting the best academics and also respected implementators with very practical approach. This is a new strong demand for educators who are able not only to think and analyse but also to be enthusiastic and creative.

The qualifications of academic staff in UAS correspond to the requirements of higher education *standard*. Part of personnel is part-time employed within an institution but also active in sector outside academia. Part-time academic staff is engaged primarily in teaching profiling professional subjects. Guest lecturers are highly respected practitioners. Recognized specialists with professional experience have been included to give students the newest information related to their specific field.

A more common way of regular contact with the world of work is established through cooperation around and during internships. Regarding radical innovations the results point to the importance of task autonomy and flexible working hours.

The use of standby contracts is associated with significantly lower levels of innovativeness

Workshop 2: Aspects /criteria of the Human Resource Development strategy - administrative level, faculty level

What is missing in UAS HR policies is often a description of a tool – how an institution can link its faculty development efforts to the achievements of its stated goals. Usually the growth of research have described in terms of administrative position. It is very important to give voice to a faculty on whom the success of enterprise ultimately depends.

The following questions should be answered:

- What are the *attitudes* toward research reported by faculty?
- What are the barriers and incentives/motivation to participation reported by faculty?

Mapping these two focus areas inside the organization will help to understand, where academic staff is generally positioning themselves and how does it align with the organizational goals.

Workshop 3: Implementing principles of Career Portfolio Development of a young professional within UAS

Mechanisms of personalised career portfolio development can be used to achieve the equilibrium in attracting young professionals to and keeping them in academia without breaking working links with industry and/or public sector. Moreover, it assures acquiring of competences attuned and shaped by co-operation between UAS, industry and public authority. It is always a difficult task to find a right balance between academic skills and everyday experience from real life. Both are equally important in covering all aspects of the topic for students. However, more than often the material is biased, either towards being too theoretical or sometimes having no academic approach at all.

The motivation factor of academic staff consisting of three major components: (1) money, (2) fame, and (3) academic achievements. The commercialization *versus* academic approach - consisting of teaching skills, applied research and experience in commercial field.

The goal of the meeting is to bring together all the necessary parties – Education & Research, Public sector and Industry to discuss the possibilities of cooperation, innovation and partnership. Please see the Figure 1 enclosed below.



Figure 1 - Levels and Actors in Human Resources Management