

**Mutual Learning Workshop,  
Bucharest, November 1-3, 2012**



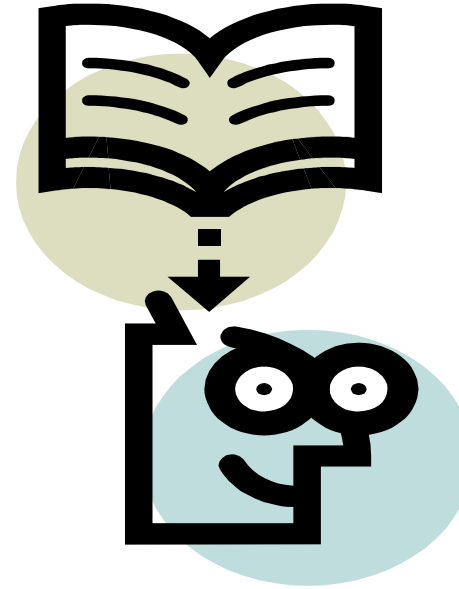
# **Trends and tendencies in the field of improving the HR-systems at public universities**

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Szent István University  
Gödöllő (Hungary)  
November 1-3, 2012**



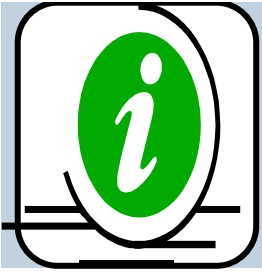
# Content

- About the presentation
- Challenges
- HR Solutions
- Conclusions



“University is the most majestic institution the society has created of itself up to now.”

Albert Szent-Györgyi, the Nobel Prize-winning scientist-university president



# Hypothesis

Four items

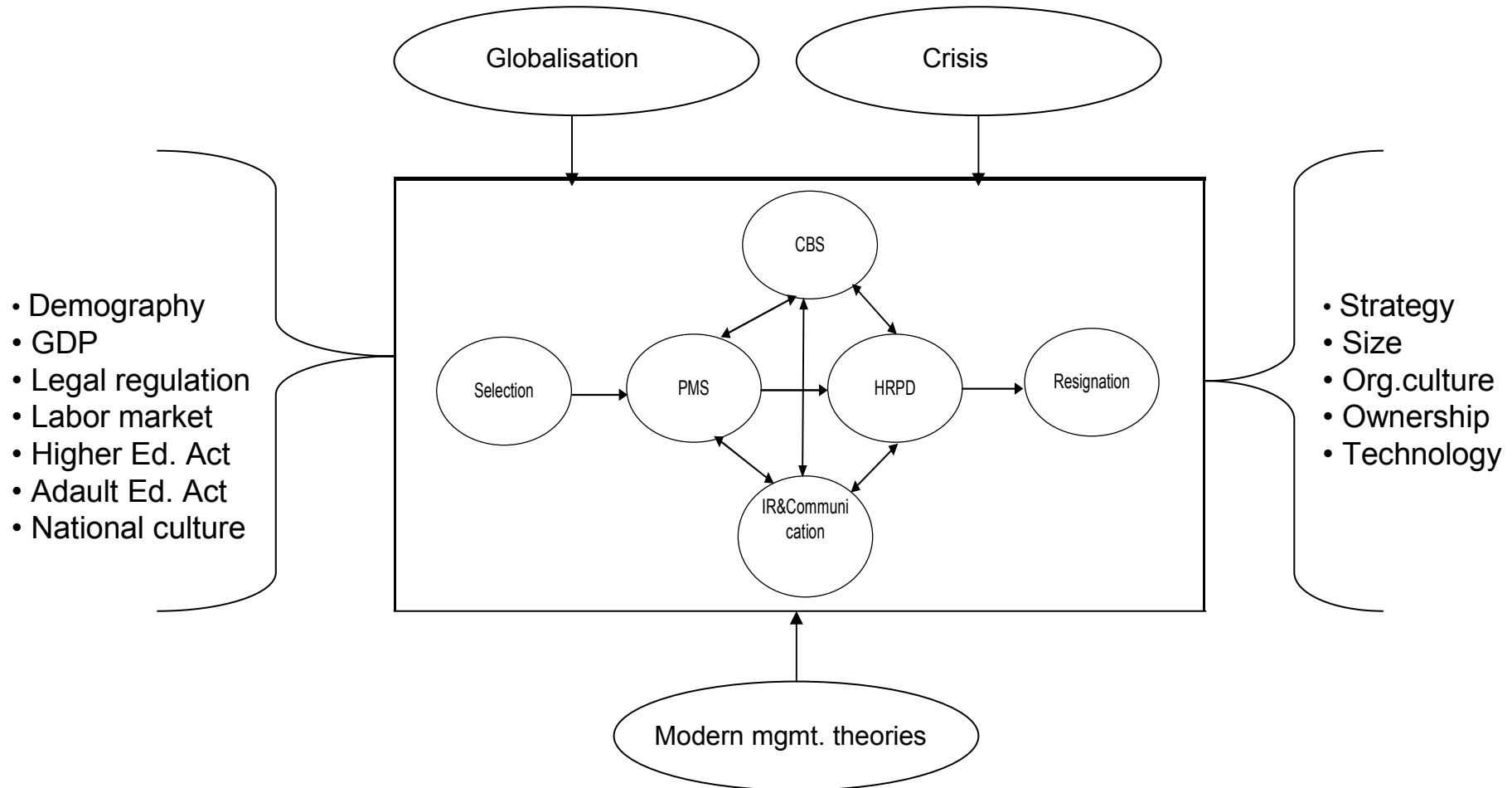
- The HR practices of universities is less up-to-date
- Roles and function of HR department is administrative oriented
- Recent changes require more up-to-date HR practices
- Private sector solutions can be adapted to specific requirements of the universities

Testing A  
Hypothesis



# Challenges

## HR system and its Ifs





## Challenges

The changes in the organizational-operational characteristics of a university

Operational characteristics of university	
Traditional	New
<ul style="list-style-type: none"><li>• elite education</li><li>• higher education</li><li>• decade-old routines</li><li>• budgetary institution</li><li>• hierarchical organization</li><li>• organizational interest</li><li>• public servant status</li></ul>	<ul style="list-style-type: none"><li>• mass production</li><li>• labor market needs</li><li>• practicable knowledge</li><li>• increase of own revenues</li><li>• flexible reaction</li><li>• individual interest assertion</li><li>• performance orientation</li></ul>



**„Education through science”**

Alexander Humboldt

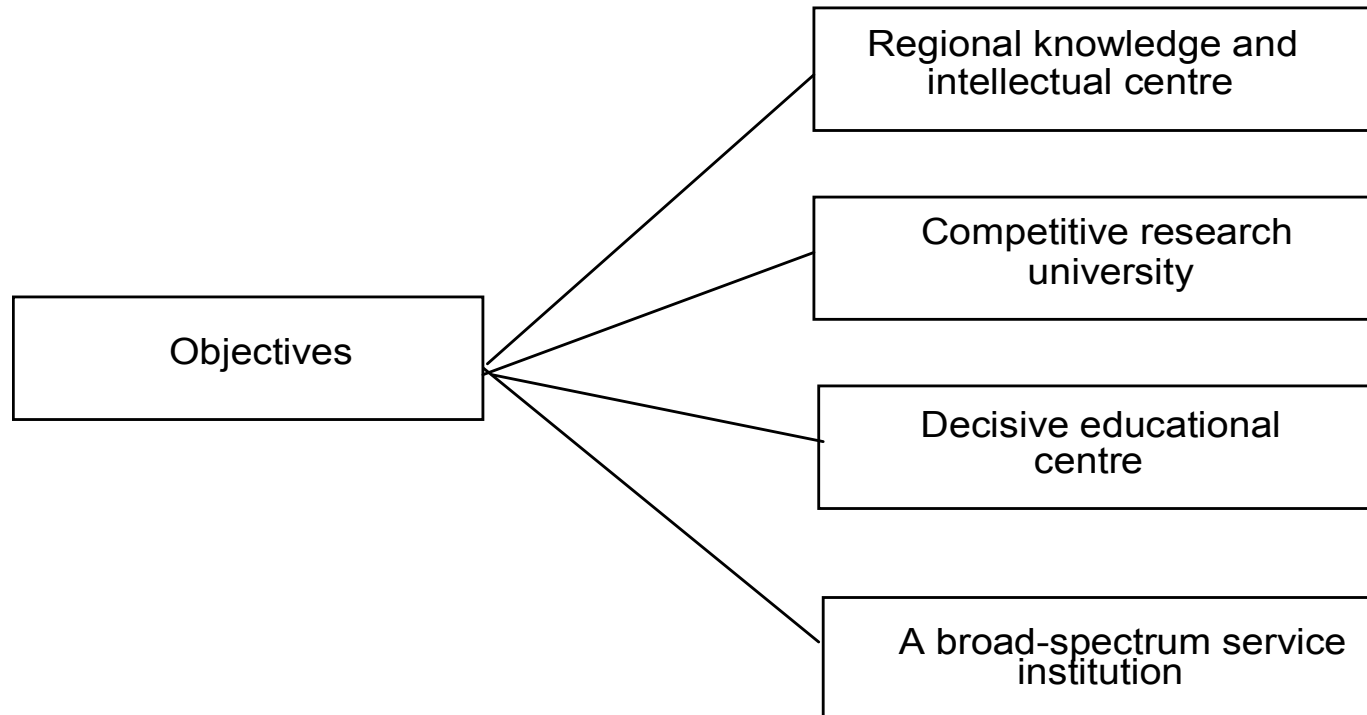


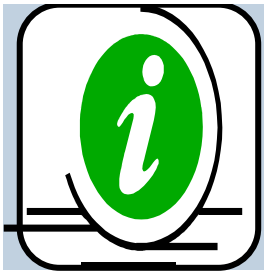
**The Bologna Process is a European reform process aiming at establishing a European Higher Education Area by 2010**



# Challenges

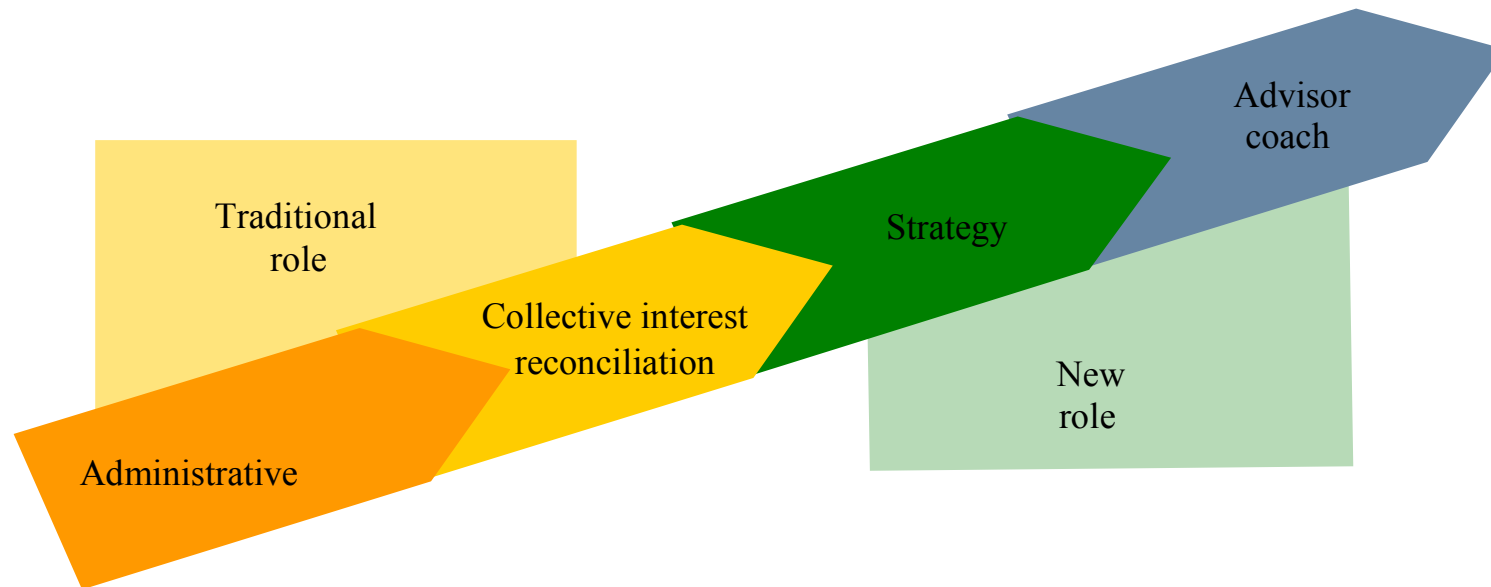
Typical strategic objectives in higher education





# HR solutions

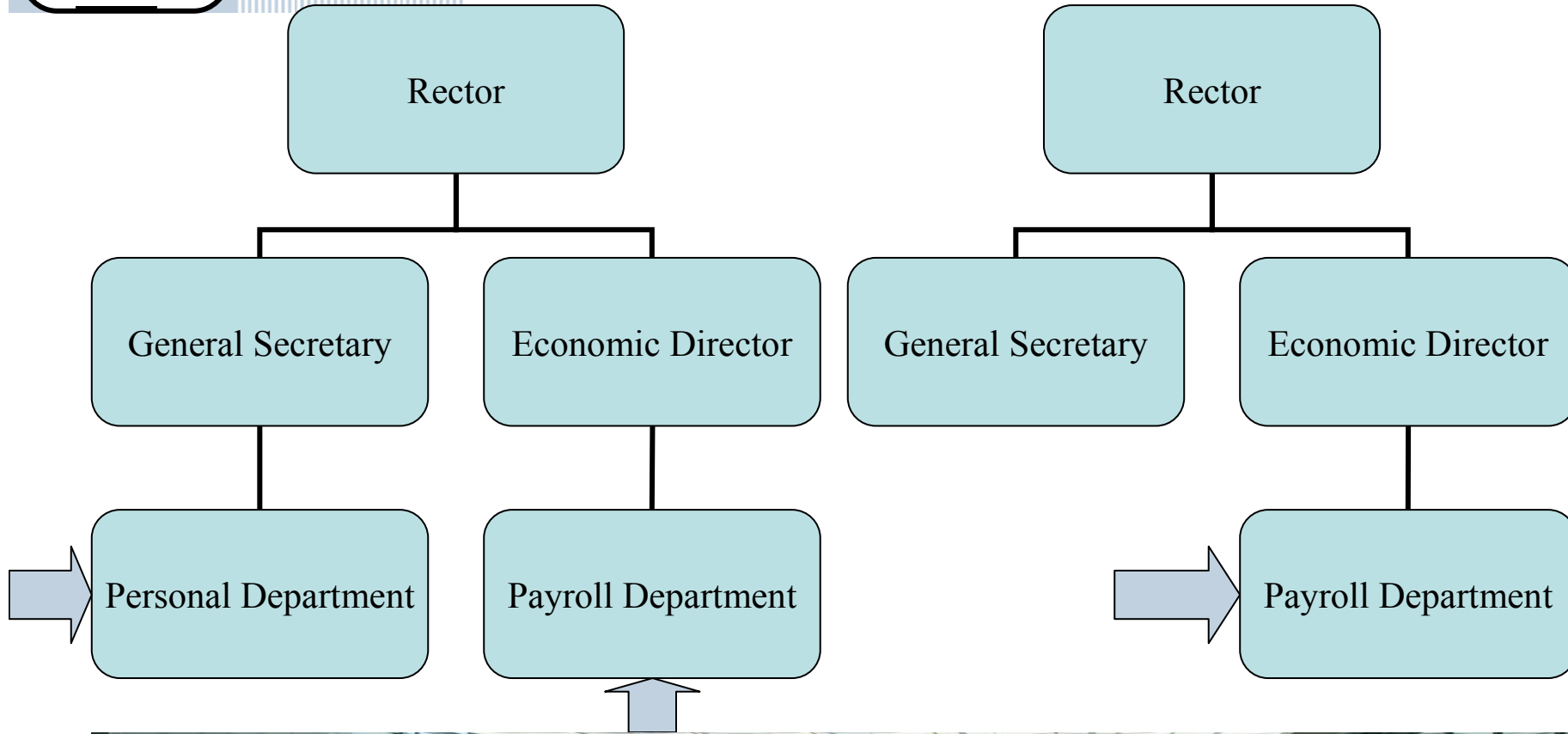
The specific roles of HR



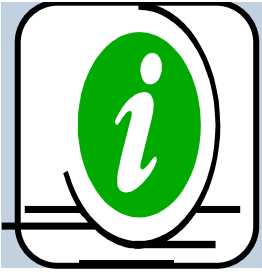


# HR solutions

## Organizational models







# HR solutions

## Case: HR strategy plan

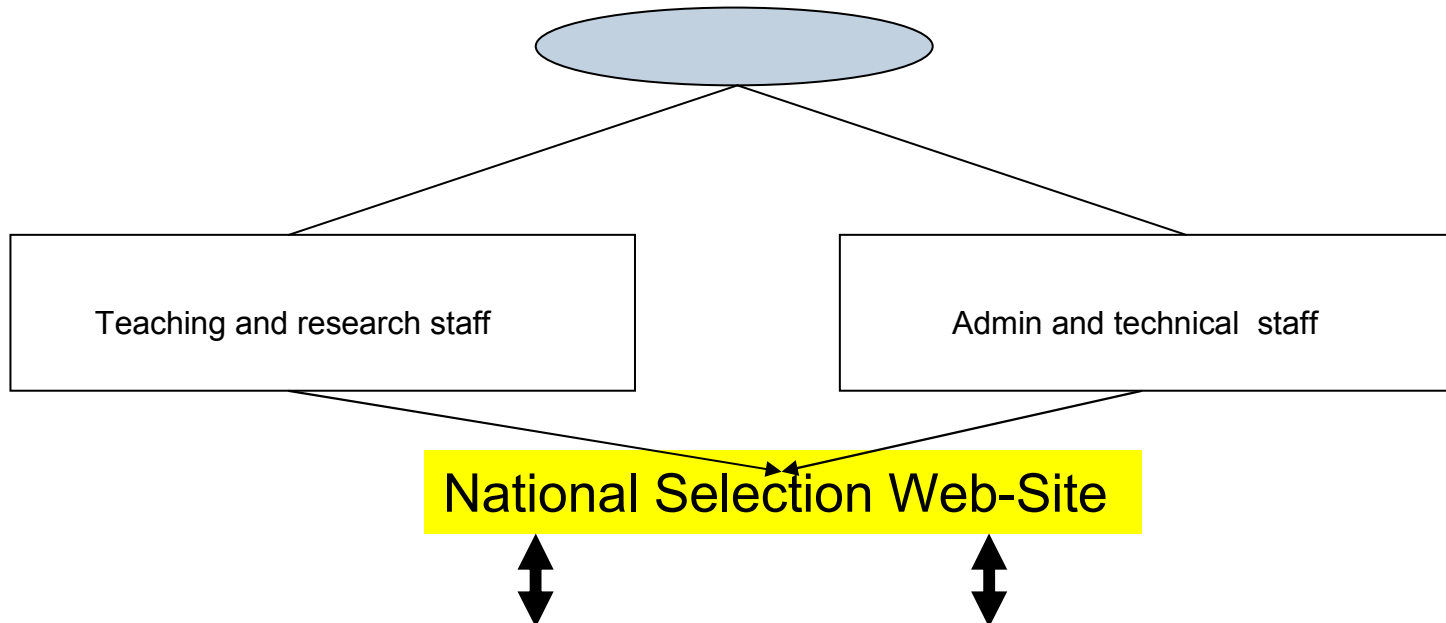
Action plans	Projects	1st year												2nd year											
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
1. Higher best people	1.1. Promotion of Good Employer brand																								
	1.2. Survey PhD schools needs!																								
	1.3. Development of Resourcing																								
2. People development	2.1. Management Development Programs																								
	2.2. Talent Development Programs																								
	2.3. General People Development Programs																								
3. PMS	3.1. PMS handbook																								
	3.2. Implementation of PMS																								
4. Development of recreation	4.1. Survey recreation needs																								
	4.2. Recreation development plan																								
5. Knowledge sharing	5.1. Survey of knowledge sharing needs																								
	5.2. Develop KS forums																								
6. HR IT infrastructure	6.1. HRMS																								
	6.2. HR portal																								
7. Development of HR organisation	7.1. Development HR professionals																								
	7.2. Integration of HR processes																								
	7.3. Employee satisfaction survey																								





# HR solutions

Two different labor markets



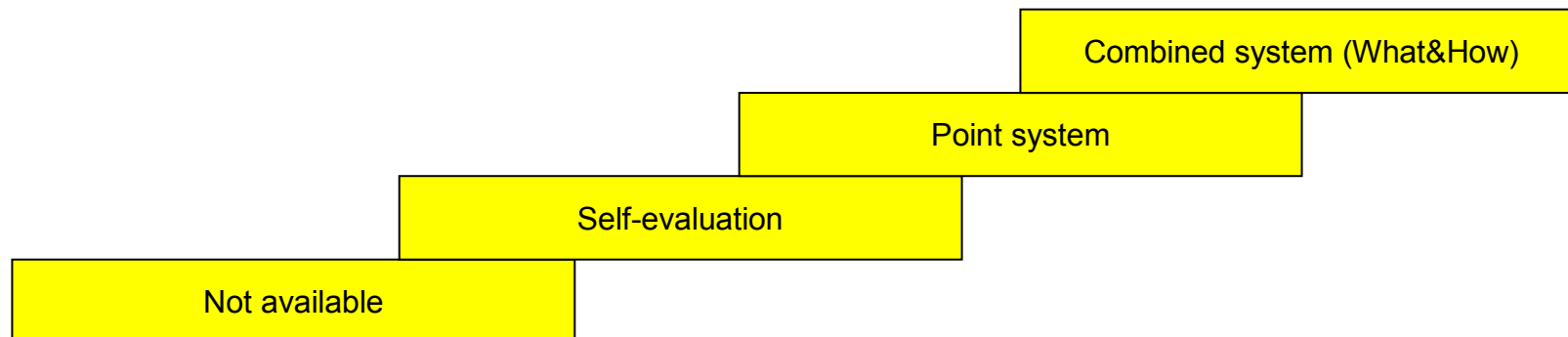
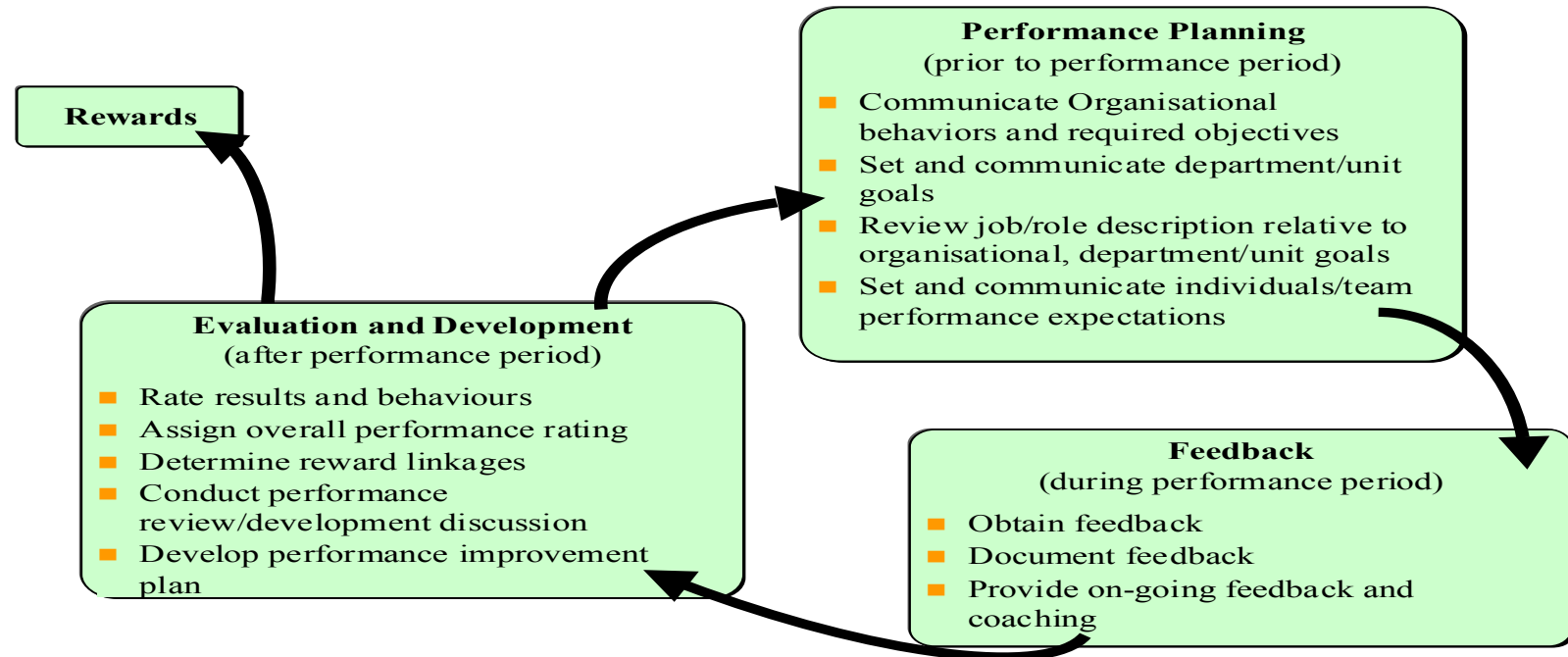
Selection methods	Management			Professional staff			Manual staff		
	Country(ies)			Country(ies)			Country(ies)		
	Hungary	EE	All surveyed	Hungary	EE	All surveyed	Hungary	EE	All surveyed
Interview panel	70	48	61	64	41	50	31	17	25
One-to-one interviews	52	57	56	41	64	60	38	51	54
Application forms	19	30	43	19	37	49	19	40	47
Psychometric test	25	25	35	20	19	25	8	6	8
Assessment centre	11	12	19	5	6	10	0	1	2
Graphology	14	3	4	6	3	2	1	1	1
References	42	46	61	29	43	58	8	24	40

Source: Cranet



# HR solutions

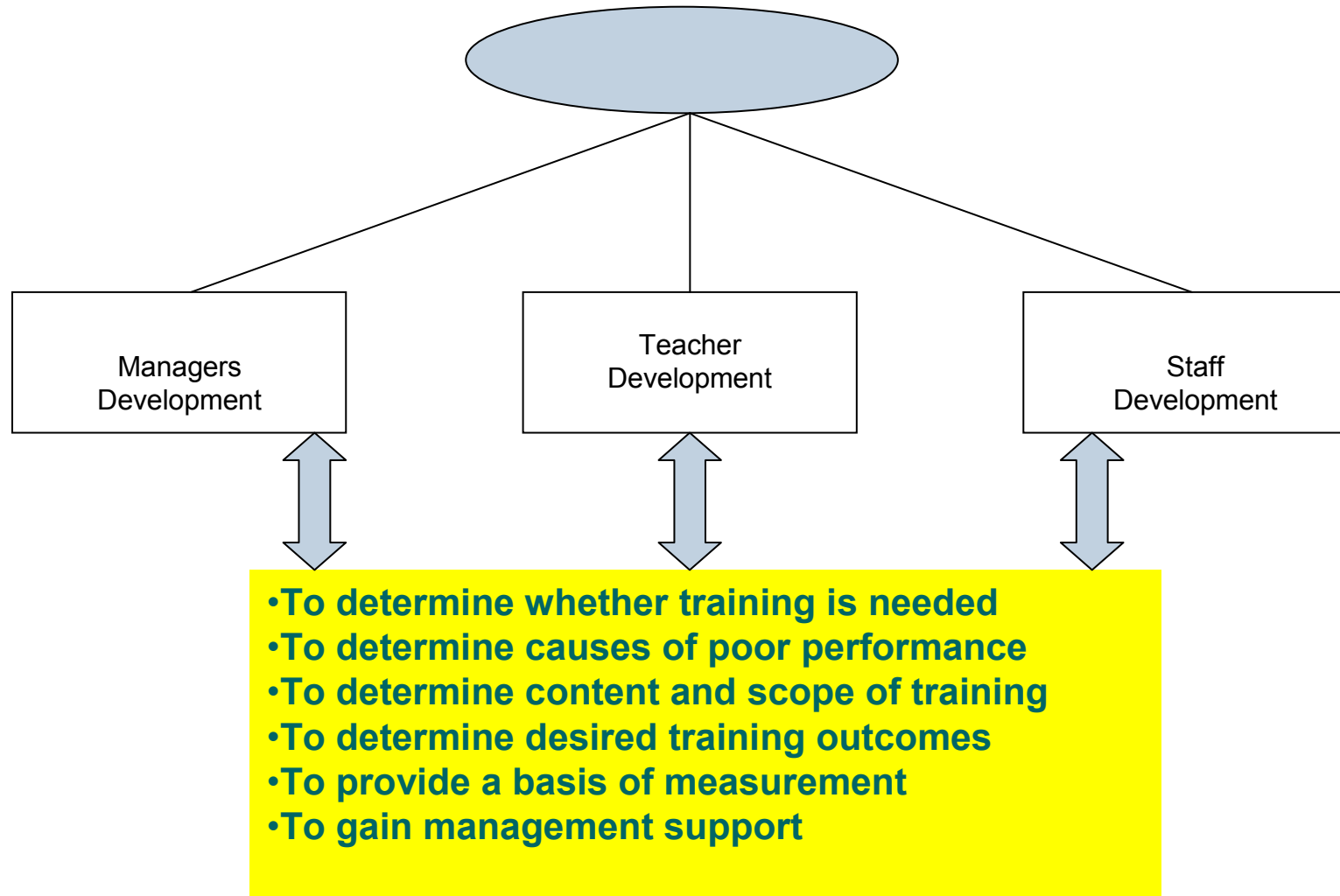
## PMS





# HR solutions

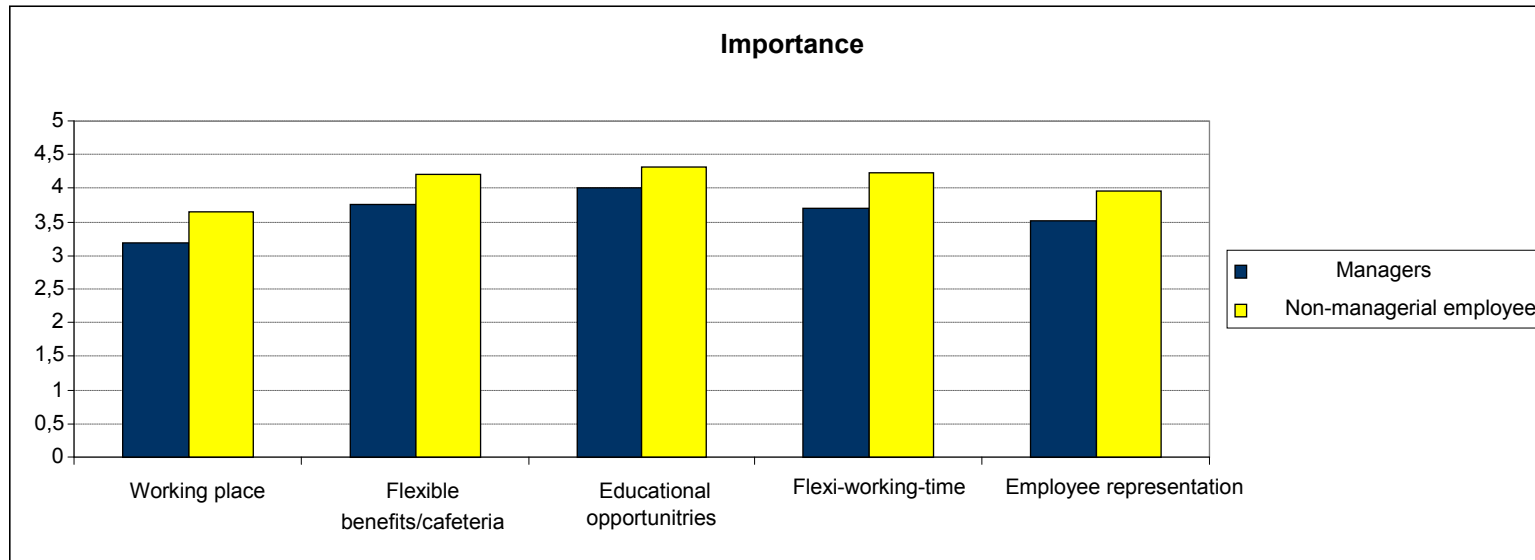
## HR&PD





# HR solutions

## Case: Employee satisfaction





# Conclusions

## Statement validity

No	Statements	Validity		
		Not valid	Partly valid	Fully valid
1	The HR practices of universities is less up-to-date		✓	
2	Roles and function of HR department is administrative oriented			✓
3	Recent changes require more up-to-date HR practices		✓	
4	Private sector solutions can be adapted to specific requirements of the universities		✓	





# Conclusions

## Possible development actions

No	HR functions	Typical level in institutions examined					Examples of Good Practice
		1	2	3	4	5	
1	HR strategy			●			Common HR strategy
2	Labor force planning		●				Action oriented personnel planning
3	Selection-recruitment			●			Selection Board, new selection techniques
4	PE		●				Combined assessment
5	Personnel development			●			Internal HR development (eg.management training, etc.)
6	Career and succession planning		●				Promotion system for teachers, researchers and non-teachers
7	Remuneration			●			Shift towards flexible solutions, job evaluation
8	HR administration			●			Coordinated system development, intrauniversity solutions
9	Organizational model			●			Strategic level HR organization
10	HR role		●				Exceeding administrative role

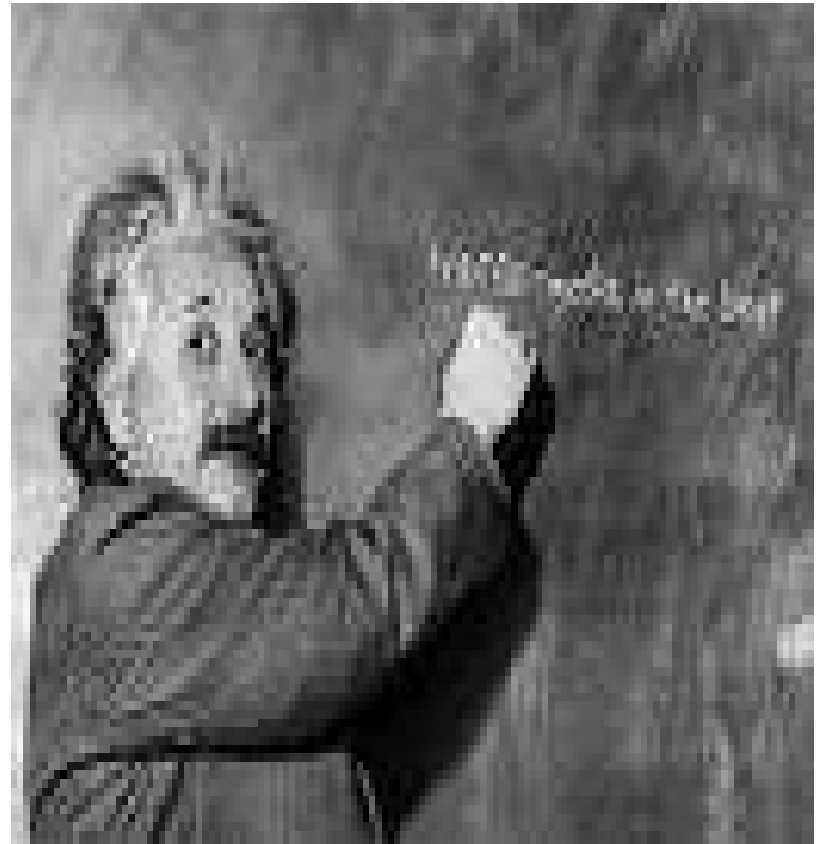




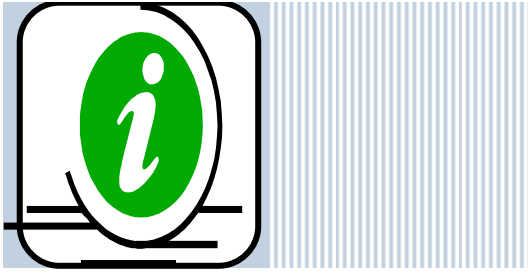
## **Classical advise**

Albert Einstein

**„Future problems  
cannot be solved by  
old paradigms”**







**Thank you for  
your attention!**

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