

Appendix 1 – IC processes

IC
Independent research programmes
Contract research projects/Applied research projects
Processes of study program and advanced training
Processes of research and development
Production, diffusion, transfer and preservation of knowledge

Source: authors own elaboration

Appendix 2 – Human capital processes

Human capital processes
<p>Planning, managing and improving human resources (HR): Regularly analysing current and future human resource needs, taking into account the needs and expectations of stakeholders; Developing and communicating the human resources management policy based on the strategy and planning of the organisation; Ensuring HR capability (recruitment, allocation, development) is available to achieve tasks and balancing tasks and responsibilities; Monitoring of invested human resources in producing and developing net services; Developing and agreeing on a clear policy containing objective criteria with regard to recruitment, promotion, remuneration, rewards and the assignment of managerial functions; Ensuring good environmental working conditions throughout the organisation including taking care of health and safety requirements; Managing recruitment and career development with regard to fairness of employment, equal opportunities and diversity aspects; Ensuring that conditions are conducive towards achieving a reasonable work-life balance for employees; Paying particular attention to the needs of disadvantaged employees and people with disabilities;</p> <p>Identifying, developing and using HR competencies: Identifying current competencies at the individual and organisational levels in terms of knowledge, skills and attitudes; Discussing, establishing and communicating a strategy for developing competencies; Developing and agreeing on personal training and development plans for all employees with a special emphasis on managerial, leadership, abilities to deal with diverse customers/citizens and partners; Developing managerial and leadership skills as well as relational competencies of management regarding the people of the organisation, the citizens/customers and the partners;</p>

<p>Supporting and assisting new employees; Promoting internal and external mobility of employees; Developing and promoting modern training methods; Planning of training activities and developing communication techniques in the areas of risk and conflict of interest management; Assessing the impacts of training and development programmes in relation to the costs of the activities through monitoring and the provision of cost/benefit analyses.</p>
<p>Involving employees with open dialogue and empowerment: Promoting a culture of open communication and dialogue and the encouragement of team working; Proactively creating an environment for gaining ideas and suggestions from employees and developing appropriate mechanisms; Involving employees and their representatives in the development of plans, strategies, goals, the design of processes and in the identification and implementation of improvement activities; Seeking agreement/consensus between managers and employees on goals and on ways of measuring goal achievement; Regularly conducting staff surveys including publishing results/ summaries/ interpretations; Ensuring the employees have an opportunity to give feedback on their line managers/directors; Consulting with the representatives of employees.</p>

Source: authors own elaboration

Appendix 3 – Relational capital processes

<p>Relational capital processes</p>
<p>Managing relations with politicians and other stakeholders: Identifying the public policies affecting the organisation; Maintaining proactive and regular relations with the political authorities of the appropriate executive and legislative areas; Ensuring that objectives and goals of the organisation are aligned with public policies; Developing and maintaining partnerships and networks with important stakeholders; Involving political and other stakeholders in the setting of output and outcome targets and the development of the organisation's management system; Seeking public awareness, reputation and recognition of the organisation and its services; Developing a concept of marketing (product and service targeted) and its communication in relation to stakeholders; Taking part in the activities of professional associations, representative organisations and interest groups.</p>
<p>Identifying present and future stakeholders' needs:</p>

Identifying all relevant stakeholders; Systematically gathering and analysing information about stakeholders, their needs and expectations; Regularly gathering and analysing information, its source, accuracy and quality; Systematically analysing internal strengths and weaknesses.
Developing and implementing key partnership relations: Identifying potential strategic partners and the nature of the relationship; Establishing appropriate partnership agreements taking into account the nature of the relationship; Defining each party's responsibilities in managing partnerships including controls; Regularly monitoring and evaluating processes, results and the nature of partnerships; Stimulating and organising task-specific partnerships and developing and implementing joint projects with other public sector organisations; Creating conditions for exchange of employees with partners; Stimulating activities in the area of corporate social responsibility.
Developing, implementing citizen/customer partnerships: Encouraging the involvement of citizens/customers in public matters and in political decision-making processes; Being open to ideas, suggestions and complaints of citizens/customers and developing and using appropriate mechanisms to collect them; Ensuring a proactive information policy; Ensuring transparency of the organisation as well as its decisions and development; Actively encouraging citizens/customers to organise themselves, express their needs and requirements and supporting citizen groups.

Source: authors own elaboration

Appendix 4 – Structural capital processes

<p>Structural capital processes</p> <p>Managing information and knowledge: Developing systems for managing, storing and assessing information and knowledge in the organisation in accordance with strategic and operational objectives; Ensuring that externally available relevant information is gained, processed and used effectively; Constantly monitoring the organisation’s information and knowledge, ensuring its relevance, correctness, reliability and security; Developing internal channels to cascade information throughout the organisation to ensure that all employees have access to the information and knowledge relevant to their tasks and objectives; Ensuring access and exchange of relevant information with all stakeholders and presenting information and data in a user-friendly way; Ensuring, as far as is practicable, that key information and knowledge of employees is retained within the organisation in the event of their leaving the organisation.</p>
<p>Managing technology: Implementing an integrated policy of technology management in accordance with the strategic and operational objectives; Efficiently applying appropriate technology to: manage tasks; manage knowledge; support learning and improvement activities; support the interaction with stakeholders and partners; support the development and maintenance of internal and external networks.</p>
<p>Identifying, designing, managing, improving processes: Identifying, describing and documenting key processes on an ongoing basis; Identifying process owners and assigning responsibilities to them; Involving employees and other external stakeholders in the design and development of key processes; Allocating resources to processes based on the relative importance of their contribution to the strategic aims of the organisation; Gathering, recording and understanding legal requirements and other regulations relevant to the processes of the organisation, analysing them and making proposals for streamlining legally integrated processes aimed at eliminating unnecessary administrative burdens and bureaucracy; Implementing process indicators and setting citizen/customer-oriented performance goals; Co-ordinating and synchronising processes; Monitoring and evaluating impacts of net services/e-gov on the organisation’s processes; In conjunction with relevant stakeholders, improving processes on the basis of their measured efficiency, effectiveness and results (outputs and outcomes);</p>

<p>Analysing and evaluating key processes, risks and critical success factors taking the objectives of the organisation and its changing environment into consideration; Identifying, designing and implementing process changes leading to one-stop-principle services; Measuring and reviewing the effectiveness of process changes and carrying out benchmarking to drive improvement.</p>
<p>Developing, delivering citizens/customer-oriented services: Involving citizens/customers in the design and improvement of services and products; Involving citizens/customers and other stakeholders in the development of quality standards for services, products and information for citizens/customers; Develop clear guidelines and regulations using plain language; Involving citizens/customers in the design and development of information sources and channels; Ensuring the availability of appropriate and reliable information with an aim to assist and support citizens/customers; Promoting accessibility of the organisation; Promoting electronic communication and interaction with citizens/customers; Developing sound response query handling and complaint management systems and procedures.</p>
<p>Innovating processes involving citizens/customers: Active approach to learning from innovations of other organisations nationally and internationally; Involving stakeholders in process innovations; Involving citizens/customers and stakeholders in process innovations; Providing the resources necessary for process innovations; Actively identify, analyse and overcome obstacles to innovations.</p>

Source: authors own elaboration

Appendix 5 – IC process indicators

IC process indicators
Government-funded research programs as a percentage of total research budget (%)
Number of international programmes
Proportion of independent research (% of total expenditures)
R&D ratio by scientific area/project
Number of new contract projects acquired
Projects for foreign investor/customers (% of income volume)
% of new contracts with inter-institute co-operation
Average size of small contract projects
Third-party funding (% of total turnover)
Time spent in teaching activities
Number of study program
Average time spent in studies (counted in semesters)
Number of applicants for study program with specific entrance requirements
Number of students
Number of regular students in Bachelor, Master, and Diploma studies taking exams
Number of study program enrolled in by regular students
Number of regular students taking part in international mobility program (outgoing)
Number of regular students taking part in international mobility program (incoming)
Success quota of regular students
Personnel of scientific disciplines (%)
Doctoral students employed