Internal Communications
at Charles University

Managerial Summary of the Survey on Communication from Rectorate (and other components) towards the Faculties of Charles University

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Managerial Summary

In accordance with the HR Award Action Plan for the years 2021-2023, a survey was conducted to examine the current state of internal communication between the Rectorate's offices at Charles University (and other components) and the faculties of Charles University. The exact wording of the questionnaire was discussed at the meeting of the Rector's College on June 5, 2023.

The goal of the survey was to gain insights into the experiences of sharing information and collaboration between the rectorate (and other components) and the faculties of Charles University, and to gather suggestions and comments on the current state of communication and functioning of agendas across the university. The results of the survey and the analysis will be incorporated into the Charles University Internal Communication Strategy, which aims to increase the efficiency of agenda operations at Charles University, not only by strengthening support for the use of communication channels and tools but also by sharing best practices and working procedures of individual agendas across the university.

The survey period lasted from July 12 to August 10, 2023, and utilized the Microsoft Forms platform. Respondents included the heads of all departments of the rectorate and directors of components (higher education institutes, other workplaces, and purpose-built facilities). A total of 33 responses were received, which is a 100% return rate.

Summary of Survey Results

The results of this survey provided valuable information on the state of internal communication between the rectorate's departments and other components with the faculties. It was found that:

1. The rectorate's departments and components communicate with specific units/groups at the faculties at various intervals. Communication as needed predominates (21 respondents, i.e., 64%), followed by weekly (5, i.e., 15%), daily (3, i.e., 9%), and monthly (4, i.e., 12%).

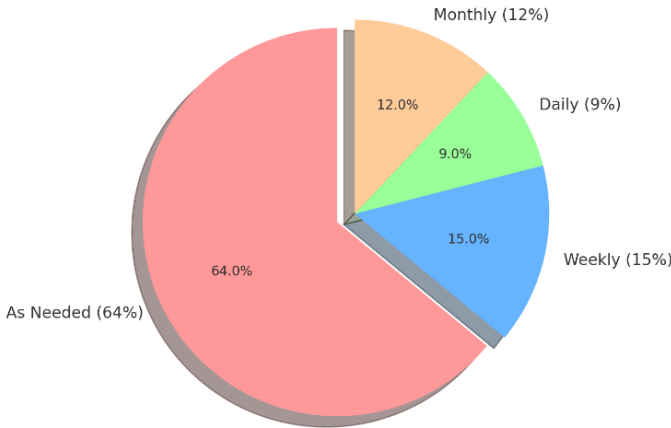*Type of response: Respondents could select only one option.*

Chart 1: Frequency of communication between the departments and components of RUK with the faculties of Charles University.

2. The most commonly used communication tool is **email** (33 respondents, i.e., 100%), **telephone calls** (31, i.e., 94%), followed by **personal meetings** at the rectorate or other components (22, i.e., 67%), **document service** (20, i.e., 61%), **personal meetings at the faculty** (20, i.e., 61%), **video calls** (20, i.e., 61%), **hybrid meetings** (18, i.e., 55%), **chat communication tools** – such as Slack (17, i.e., 52%), websites/portal (12, i.e., 36%), newsletter (4, i.e., 12%), and other (2, i.e., 6%).

Type of response: Respondents could select multiple options. (Note: The percentages for the items do not add up, but are calculated for each item separately.)
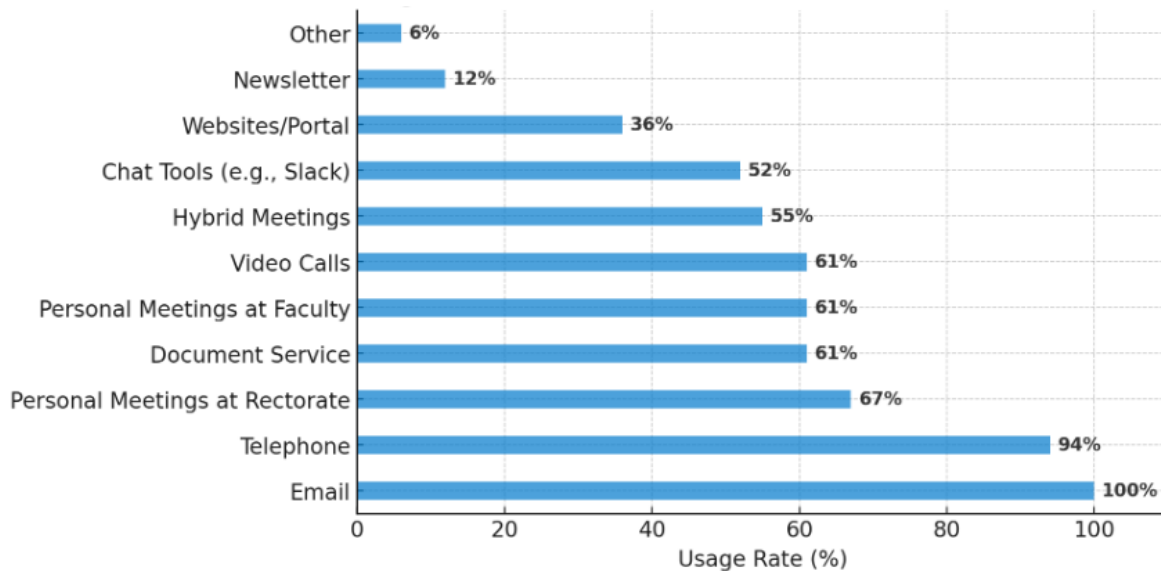

Chart 2: Frequency of communication between the departments and components of RUK with the faculties of Charles University.

3. The regularity of meetings between the rectorate and components with specific units/groups at the faculties varies significantly by department/component. Most commonly, they **meet as needed** (11 respondents, i.e., 27%), **monthly** (5, i.e., 12%), **every 2 months** (5, i.e., 12%), **once every 6 months** (3, i.e., 10%), **once every 3 months** (3, i.e., 10%), **weekly** (2, i.e., 6%), **every two weeks** (2, i.e., 6%), **3-4 times a year** (2, i.e., 6%), **daily** (1, i.e., 3%). In some cases, there are no meetings at all (5, i.e., 12%).

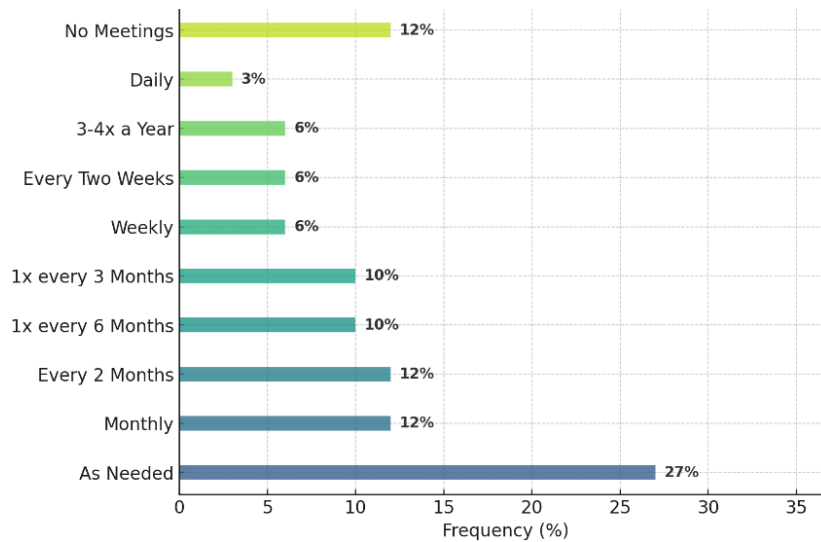*Type of response: Respondents could select only one option.*

Chart 3: Frequency of meetings between the departments and components of RUK with the faculties of Charles University.

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4. The rectorate and components share a **wide range of documents with specific units/groups at the faculties**. Here are the notes divided into categories and the number of mentions.

Type of response: Respondents were only able to give a textual answer.

a. **Internal documents, templates, and methodologies** (14 respondents, i.e., 42%)

For example, methodologies, document templates, personnel documents, rector's directives to faculties, communication plans for activities

b. **Financial/accounting documents** (6 respondents, i.e., 18%)

For example, financial tables for project reports, balance and annual reports including data collection, supporting documents for grant applications

c. **Documents related to administration and processes** (6 respondents, i.e., 18%)

For example, forms for faculty requirements/programs, documents on disposal procedures, status information, feedback processes

d. **Other documents** (3 respondents, i.e., 9%)

For example, documents concerning security issues, documents related to legal aspects, contract templates and other documents, methodologies, jurisprudence

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5. The most commonly used tool for sharing documents is **email** (32 respondents, i.e., 97%), **MS Teams** (21, i.e., 64%), **document service** (18, i.e., 55%), **MS SharePoint** (15, i.e., 45%), **other** (2, i.e., 6%), and **Google Drive** (18, i.e., 3%).

Type of response: Respondents could select multiple options. (Note: The percentages for the items do not add up, but are calculated for each item separately.)
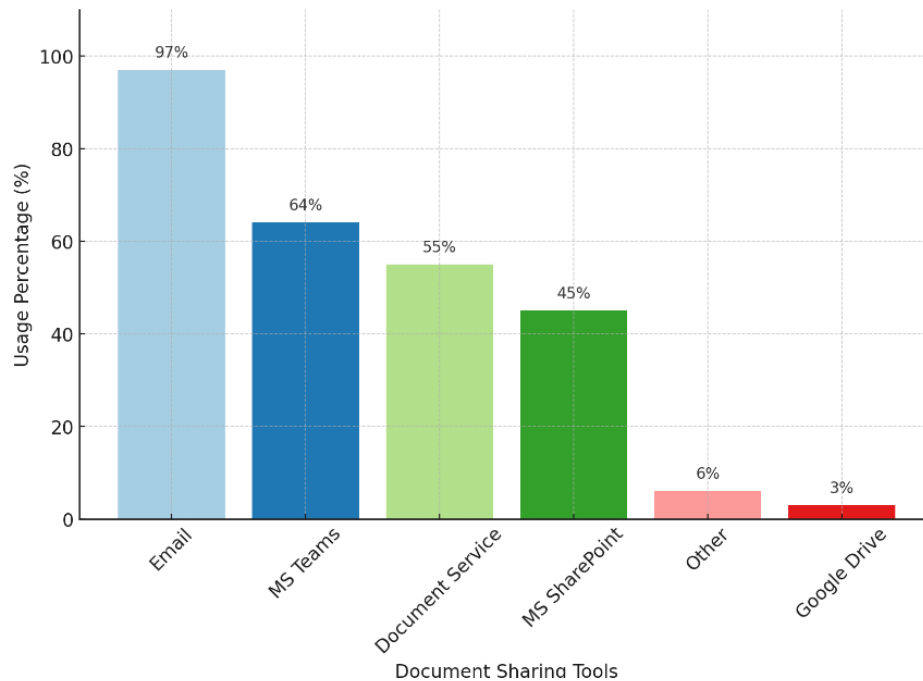

Chart 4: Frequency of the most commonly used tools for document sharing.

6. Heads of departments and directors of RUK components identified several issues in communication with the faculties (20 respondents, i.e., 61%), and here are the **notes categorized with the number of mentions**. For some agendas (13 respondents, i.e., 39%), **no problems were identified**.

Type of response: Respondents could only give a textual answer.

   a. **Non-compliance with given deadlines and late responses** (10 respondents, i.e., 30%)
   b. **Lack of systematic function of persons with clearly defined responsibilities** (e.g., different structuring and division of agendas across all faculties and different distribution of agendas at the rectorate and other components) (9 respondents, i.e., 27%)
   c. **Reduced effort by some employees to independently seek information** (7 respondents, i.e., 21%)

7. According to the heads of departments and directors of RUK components, the following are **proven communication methods**:

Type of response: Respondents had space for textual comments. (Note: The percentages for the items do not add up but are calculated separately for each item.)

a. **personal meetings** (14 respondents, i.e., 42%)
b. **electronic communication** (5 respondents, i.e., 15%)
c. **regular hybrid meetings** (4 respondents, i.e., 12%)
d. **professional and personal interactions** (4 respondents, i.e., 12%)
e. **specifying the offer of methodological guidance** (3 respondents, i.e., 9%)
f. **communication with a specific person** (3 respondents, i.e., 9%)

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8. Heads of departments and directors of RUK components provided these **suggestions and proposals for improving and enhancing communication and collaboration** with the faculties of Charles University.

Type of response: Respondents had space for textual comments. (Note: The percentages for the items do not add up but are calculated separately for each item.)

a. **intensifying personal and hybrid meetings** (15 respondents, i.e., 45%)
b. **IT support for creating environments in MS Teams and SharePoint** (12 respondents, i.e., 36%)
c. **offering training on communication tools** (8 respondents, i.e., 24%)
d. **high-quality communication manuals** (6 respondents, i.e., 18%)
e. **intranet** (6 respondents, i.e., 18%)
f. **a unified MS365 system for the entire Charles University** (3 respondents, i.e., 9%)
g. **identifying a specific responsible person for individual** agendas (universal emails for roles instead of names) (2 respondents, i.e., 6%)

Conclusion

Based on this survey, specific steps have been proposed to improve the current communication and collaboration between the departments of the rectorate (and other components) and specific units/groups at the faculties. These steps focus on two main areas:

a) **optimizing the acquisition and transfer of information** between the departments and components of RUK and the faculties of Charles University
b) **recommending suitable tools and rules for communication** between the departments and components of RUK and the faculties of Charles University

The main goals were set as follows:

1. **To create a comprehensive interface and implement additional software tools for internal communication to be used across the entire university and ensure appropriate training for employees in the MS 365 environment**
   a. Intranet, Microsoft Office 365

      b. Setting rules for effective communication in the workplace and ensuring support from department heads, with consideration for target groups
2. **To focus on digitizing processes, improving the intranet, and also supporting its use among employees**
    a. Support the transition of work processes from a paper to a digital environment, support employees in adapting to the digital environment
    b. Preparation of work processes for the most commonly addressed requests
3. **To create a working group for internal communication concerning collaboration and communication between the departments and components of RUK and the faculties of Charles University, which will deal with identifying best practices, as well as sharing and supporting the implementation of best practices across all agendas at Charles University.**

These three main steps were incorporated into the proposal for an internal communication strategy, which sets the direction for improving internal communication at RUK and across Charles University.