

Action Plan

Case number: 2018CZ318013

Name Organisation under review: Faculty of Applied Sciences of the University of West Bohemia

Organisation's contact details: Technická 8, Pilsen, Czech Republic, 301 00

Submission date: 24/06/2019

1. Organisational Information

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	194.85
Of whom are international (i.e. foreign nationality) *	14.64
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	3.43
Of whom are women *	21.23
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	46.72
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	97.63
Of whom are stage R1 = in most organisations corresponding with doctoral level *	50.50
Total number of students (if relevant) *	1 160
Total number of staff (including management, administrative, teaching and research staff) *	284.44
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	14100000
Annual organisational direct government funding (designated for research)	3100000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	7000000
Annual funding from private, non-government sources, designated for research	900000

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The Faculty of Applied Sciences (FAV) is one of the nine faculties of the University of West Bohemia in Pilsen (UWB). It is headed by the Dean, whose competence in accordance with the Higher Education Act includes all labour relations at the Faculty. The Faculty consists of 6 departments and 1 research centre - the European Centre of Excellence NTIS, which brings together most of the Faculty's researchers. The organisational structure of UWB and FAV and the relationship between them is shown in the chart at https://fav.zcu.cz/hr-award/other-documents/organisational_chart.png. UWB legislative regulations are binding for all faculties, and each faculty also has its own regulations defined in the Higher Education Act.

The Faculty adopted the principles of the Charter and the Code as an independent institution.

2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Note: Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

Strengths and Weaknesses (max. 800 words)

Strengths

Freedom of research is enshrined in the Higher Education Act and ensured in the UWB Statute. Freedom of thought and inquiry is also enshrined in the UWB Code of Conduct.

The professional approach is documented in the Strategic Plan of UWB. Systems of financial management, risk management, occupational health and safety (OSH) protection and personal data protection (GDPR) are implemented in the form of internal regulations. Processes are in place at UWB for submitting projects, realization of contract research, teaching and qualification work. There is regular training in compliance with legal requirements (e.g. occupational safety and fire protection training). UWB has an internal control system for economic and efficient performance of activities and early detection of potential risks. The Internal Audit Department carries out independent internal audits within the UWB.

There is a university-wide incentive system designed to support R&D personnel. Excellent results are rewarded not only financially but also publicly, e.g. at the ceremonial session of the UWB Scientific Council, or published through the University news portal INFO.

In 2016-17, the Report on Internal Quality Assessment of Educational, Creative and Related Activities was compiled, which analysed the state of UWB in detail and proposed priorities for further improvements including ethical and professional aspects of R&D.

UWB's legislative environment is strictly anti-discriminatory, and questionnaire surveys have shown there is no systematic discrimination. Protection of intellectual property is regulated by a Rector's directive in accordance with legal regulations and methodically managed by the UWB Project Centre. The UWB also has a Technology Transfer Department, which has intellectual property rights (IPR) experts, and a Knowledge Transfer Development Committee, where industry experts are represented. UWB has a Department of External Relations, which provides communication with the public, promotion and presentation of UWB. Media coverage of research results is ensured continuously on two levels - professional and lay. The results of the research are presented to the general public at popular science events such as the Science and Technology Days.

Weaknesses

No major shortcomings were identified by UWB employees in these areas in the questionnaire survey.

However, some workers point out the issue of 'false' co-authorship, which has a negative impact on the bibliometric assessment of their performance. There are no rules on the conditions under which co-authorship can be applied, and there is insufficient discussion of the issue. In this regard, this is most problematic for PhD students.

The questionnaire survey also indicated that some women had experienced gender-based discrimination. However, the textual part of the questionnaire survey and the outputs of the subsequent focus group have shown that these are individual cases, not a systemic problem. In particular, it has been mentioned, for example, that women are more often used for support activities than men, such as taking notes in state final examinations.

Some employees also state that they are not sufficiently familiar with IPR issues.

Strengths and Weaknesses (max. 800 words)

Strengths

- Recruitment and selection of employees is solved at the Faculty level; basic administrative support is provided at the University level.
- There is a code for the selection procedure for appointing academic staff at UWB.
- Requirements for the selection of new employees are set in accordance with the UWB Internal Wage Code and in accordance with the Rules for Staff Recruitment at the NTIS Centre.
- The selection procedure code is being updated at a University level in accordance with the requirements of the Charter and the Code.
- The selection of new employees is carried out by a committee of at least three members, in accordance with the code for the selection procedure. The committee is designed to have all the competences and knowledge needed to effectively select a candidate who is best placed to enrich the research team with their knowledge and experience and to contribute to its tasks. In addition to other independent experts, members of the committee always include a superior of the position, the closest collaborators of the position, and a member of the Faculty management. The selection committee and its chairman are appointed by the FAV Dean. Members of the committee are provided in advance with the terms of the selection procedure and the documents sent by each candidate (CV and cover letter). Any ambiguities are clarified in an interview with the candidate.
- The FAV's openness in recent years has been greatly enhanced by its support for long-term mobility, international projects and the involvement of researchers from abroad. Between 2014 and 2017 there was an increase of 53% in the number of foreign trips made by FAV staff. About 20 international projects and cooperation are underway at the NTIS Centre. Graduates of our doctoral studies usually spend several years in foreign internships where they gain new experience before returning to the Faculty.

Weaknesses

- The Code for the selection procedure for the recruitment of academic staff applies to research (non-academic) staff only just adequately.
- The Code is very brief and does not contain a number of requirements stated in the Code of Conduct for Employee Selection or OTM-R Checklist.
- All vacancies are advertised on the website of UWB and FAV, mostly only in Czech language. Only a small number of vacancies are posted on EURAXESS, and other advertising portals are only used very occasionally.
- Gender balance of selection boards is not determined or monitored (see OTM-R checklist).
- Improvement is required in the university-wide support for recruitment of foreign employees and the related translation of labour documents into English. The appointment to post-doctoral positions is not explicitly regulated by the selection procedure code. The recruitment process is not sufficiently monitored, and the number of job candidates and their composition is not monitored.

Strengths and Weaknesses (max. 800 words)

Strengths

The basic legal document regulating labour relations in the Czech Republic is the Labour Code. Working conditions at UWB are governed by internal regulations. These include, in particular, the Internal Wage Code of the UWB and the Collective Agreement concluded between the UWB management and the trade unions, and the following Rector's Directives:

- No 22R / 2011 Occupational health and safety
- No 11R / 2014 Intellectual property protection and knowledge transfer
- No. 21R / 2011 Records of publishing activities and other professional activities
- No. 03R / 2015 Grant System

The Collective Agreement provides basic employee benefits such as extra leave, working time adjustment, subsidized meals, etc. There is a possibility of renting a startup apartment. A nursery school was recently opened for the children of UWB employees.

The gender structure of FAV corresponds to the involvement of women in the Czech Republic in R&D in technical fields. The Faculty offers equal opportunities to all regardless of gender. In both rank and file and management positions, women have the same opportunities as men, and possession of the skills and competencies required for the position are the only criteria. Women at FAV have the same conditions and opportunities for professional growth as men through gender-free motivation programmes and a transparent evaluation system. In addition, there are a number of activities at FAV such as participation in the L'Oréal-UNESCO project for women in science (one FAV employee has already been awarded a fellowship) and the Women in IT project, including organizing their own summer school for women and girls. The aim is to publish examples of women's successes in research and to contribute actively to increasing the number of women in technical fields.

Career mobility, especially researchers' stays abroad, is perceived as a positive experience for contributing to the development of international cooperation in the workplace. A mobility plan is prepared each year.

Weaknesses:

Despite the large number of directives and internal regulations defining the legal and normative framework of the UWB working environment, areas for improvement have been identified. The questionnaire survey and the conclusions of the focus groups, for example, showed that a number of misunderstandings are caused by insufficient communication between individual actors. Reducing administrative burdens is also desirable, in particular by improving the administrative support of researchers. The UWB also includes a significant number of fixed-term employment contracts, which is due to the grant funding of R&D projects. Chaining of fixed-term contracts is considered by some workers to be problematic.

UWB operates an Information and Advice Centre, which provides a comprehensive system of study, social, psychological and legal services. However, it is aimed only at students and graduates (including PhD students), not at University staff.

As opposed to academic staff, the Higher Education Act does not allow pure researchers (i.e. non-academic) workers to vote and to be elected to the Academic Senate of the UWB and FAV, which reduces the possibility of pure researchers participating in the management and decision-making strategy at FAV and UWB.

The survey also revealed that it would be appropriate to focus on the active balancing of gender inequalities linked to maternity and parental leave (the possibility of reduced working hours, supporting individual career plans, the possibility of teaching breaks to concentrate on research activities, taking

into account the needs of parents with young children when drawing up their timetables, etc.).

Training and development*



Strengths and Weaknesses (max. 800 words)

Strengths

Training and development is rated mostly positively. Every employee has a designated supervisor, which in most cases is the head of the workplace, research team, or a supervisor for doctoral students.

UWB employees are classified in wage bands according to the valid Internal Wage Regulation of the UWB for which the general specification of the scope of activity is set, in accordance with the achieved level of education and the position held. A specific description of labour rights and obligations is then given in the employment contract of each employee.

FAV researchers have the possibility of continuous professional development and gaining new experience in their fields. Especially for beginning researchers and PhD students there is a great deal of emphasis on further education and professional development (training, language courses, e-learning, etc.). Supported mobility of researchers (participation in conferences, internships and long-term study stays at foreign research institutions) also contributes to professional development.

About 180 students study at FAV in six doctoral programmes, and they are involved in FAV research and development during their studies (e.g. 88 PhD students worked at the NTIS Centre in 2017). FAV considers doctoral studies and their quality to be a priority for its creative activities. Doctoral studies are conducted under the guidance of a supervisor who is a reputable expert in his/her field (associate professor, professor). The supervisor answers to the subject area board of the Faculty.

Weaknesses

Further professional development of employees at the UWB is organized by the Institute of Lifelong Learning and the Institute of Applied Language Studies. The questionnaire survey showed that the University offers a sufficient number of training and educational events. At the same time, however, focus groups have come up with suggestions for further training, especially in soft skills, such as preparing new executives for their management and organizational responsibilities, acquainting them with the issues of intellectual property protection and commercialization of results, familiarisation with ethical principles in research, publishing activities and procedures for suspected violations of ethical standards.

3. Actions

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s): <http://fav.zcu.cz/en/hr-award/>

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

Action 1

[UWB] Ensure that the principles of the Charter and the Code are part of the UWB Strategic Plan for 2021-2025 The Strategic Plan is the main strategy document that defines key objectives, indicators and methods of achieving these objectives for all University activities (including human resources).

GAP Principle(s)

- (+/-) 8. Dissemination, exploitation of results
- (+/-) 23. Research environment
- (+/-) 25. Stability and permanence of employment
- (+/-) 27. Gender balance

Timing (at least by year's quarter/semester)

4Q/2020

Responsible

Unit Indicator(s) / Target(s)

Vice-Rector for Development and External Relations

The UWB strategic plan for the period 2021-2025 contains priorities according to the Charter and the Code. English and Czech versions of the UWB Strategic Plan, including annual plans for its implementation, are available on the UWB website: EN: <https://www.zcu.cz/en/University/Important-documents/index.html> CZ: <https://www.zcu.cz/cs/University/Important-documents/index.html>

Proposed ACTIONS

Action 2

[FAV] Ensure that the principles of the Charter and the Code are part of the FAV Strategic Plan for 2021-2025.

GAP Principle(s) **Timing (at least by year's quarter/semester)**

(+/-) 8. Dissemination, exploitation of results

(+/-) 23. Research environment

1Q/2021

(+/-) 25. Stability and permanence of employment

(+/-) 27. Gender balance

Responsible Unit **Indicator(s) / Target(s)**

Responsible Unit **Indicator(s) / Target(s)**

Vice-Dean for Development and Legislation	FAV will prepare its Strategic Plan for the period 2021-2025 in accordance with the University's Strategic Plan. The objectives of the Action Plan are included in the Faculty's Strategic Plan, which implements the principles of the Charter and the Code at the FAV level.
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Proposed ACTIONS

Action 3

[UWB] Update the UWB Code of Conduct in accordance with the principles of the Charter and the Code. The purpose of the Code of Conduct is to define and promote the desired ethical standards for University staff and students. The UWB Code of Conduct is drafted in accordance with the principles of the Charter and the Code.

Timing (at least by year's quarter/semester)

GAP Principle(s)

- (-/+) 2. Ethical principles
- (-/+) 32. Co-authorship 1Q /2019
- (+/-) 34. Complains/ appeals

Responsible

Unit Indicator(s) / Target(s)

Responsible

Unit Indicator(s) / Target(s)

UWB HR
Manager

A new Code of Conduct was created and approved by the Academic Senate of the UWB (1Q / 2019). The Code of Conduct is available on the UWB website in English and Czech. EN: <https://www.zcu.cz/rest/cmismis/document/workspace://SpacesStore/267b4b95-cb0b-460d-8a8b-65ca0cbba23a;1.0/content> CZ: <https://www.zcu.cz/rest/cmismis/document/workspace://SpacesStore/543b1541-3680-4e66-ad5e-a0db59174299;1.1/content>

Proposed ACTIONS

Action 4

[UWB] Creating training to identify violations of ethical principles according to the Code of Conduct and the correct practice of employees for addressing ethical issues. The training also includes an explanation of good practice in solving ethical issues, including examples of good practice.

GAP Principle(s)

Timing (at least by year's quarter/semester)

(-/+) 2. Ethical principles

(+/-) 3. Professional responsibility

(-/+) 32. Co-authorship

(+/-) 34. Complains/ appeals

3Q /2020 and on an ongoing basis

Responsible

Unit

Indicator(s) / Target(s)

Responsible

Unit

Indicator(s) / Target(s)

UWB HR
Manager

A training programme has been created. Study materials are available, including an e-learning course. An illustrative guide to the principles of the Code of Conduct is being developed, which is to be widely

distributed at the UWB.

Proposed ACTIONS

Action 5

[FAV] FAV staff training aimed at identifying the signs of violation of ethical principles according to the Code of Conduct and the correct procedure for solving ethical issues. Training on the Code of Conduct is intended for all staff and PhD students at FAV.

Timing (at least by year's quarter/semester)

GAP Principle(s)

- (-/+) 2. Ethical principles
- (+/-) 3. Professional responsibility
- (-/+) 32. Co-authorship
- (+/-) 34. Complains/ appeals

4Q/2020

Responsible Unit

Indicator(s) / Target(s)

Responsible Unit

Indicator(s) / Target(s)

Vice-Dean for International Cooperation and External Relations

An e-learning course is distributed to all FAV employees and PhD students. At least one employee is trained in depth from each FAV department. The aim of the training is to familiarize employees and students with general standards of ethical conduct and with its specifics in the academic environment and in research and development activities

(respect for the values upheld by UWB, avoiding conflicts of interest, any kind of discrimination and abuse of status, avoiding all forms of plagiarism, respect for citation principles, protection of intellectual property and non-appropriation of foreign results).

Proposed ACTIONS

Action 6

[UWB] Creating a new UWB Career Code The UWB Career Code in accordance with the principles of the Charter and the Code is based on the UWB personnel development strategy. The Code sets out the basic tools and conditions for career development, evaluation, remuneration and support for individual career guidance.

GAP Principle(s)

- (-/+) 11. Evaluation/ appraisal systems
- (-/+) 28. Career development
- (+/-) 30. Access to career advice
- (+/-) 33. Teaching

Timing (at least by year's quarter/semester)

3Q/2019

Responsible

Unit Indicator(s) / Target(s)

UWB HR Manager

The new UWB Career Code is created, approved and published on the UWB website.

Action 7

[FAV] Regular evaluation of academic and research staff at FAV.

GAP Principle(s)

- (-/+) 11. Evaluation/ appraisal systems
- (-/+) 28. Career development

Timing (at least by year's quarter/semester)

1Q /2020 and then at regular intervals

Responsible

Unit Indicator(s) / Target(s)

FAV heads of departments

All FAV academics and researchers with a contract of at least 0.5 are evaluated on a regular basis. Evaluation is usually once a year and includes, for example, checking the results achieved, refining job descriptions, planning further education and setting individual career development plans.

Proposed ACTIONS

Action 8

[UWB] Formulation of OTM-R (Open, Transparent and Merit based Recruitment) policy applicable to the whole of UWB.

GAP Principle(s)

Timing (at least by year's quarter/semester)

GAP Principle(s)

Timing (at least by year's quarter/semester)

(+/-) 12. Recruitment

(-/+) 13. Recruitment (Code)

(-/+) 14. Selection (Code)

(-/+) 15. Transparency (Code)

4Q /2019

(+/-) 16. Judging merit (Code)

(+/-) 19. Recognition of qualifications (Code)

(+/-) 21. Postdoctoral appointments (Code)

Responsible

Unit

Indicator(s) / Target(s)

UWB HR Manager in cooperation with Rector

OTM-R policy is approved and published on the UWB website in Czech and English. Checking the implementation of OTM-R policy is part of an internal quality assessment, including risk analysis, see OTM-R Checklist, point 5. OTM-R policy is published on the websites of UWB and FAV (HR Award section), see OTM-R Checklist, point 1.

Proposed ACTIONS

Action 9

[UWB] Creating a new directive for the recruitment of academics and researchers at UWB in accordance with OTM-R policy.

GAP Principle(s)

Timing (at least by year's quarter/semester)

GAP Principle(s)

Timing (at least by year's quarter/semester)

(+/-) 12. Recruitment

(-/+) 13. Recruitment (Code)

(-/+) 14. Selection (Code)

(-/+) 15. Transparency (Code)

(+/-) 16. Judging merit (Code)

2Q /2020

(+/-) 19. Recognition of qualifications (Code)

(+/-) 21. Postdoctoral appointments (Code)

(+/-) 27. Gender balance

Responsible

Unit

Indicator(s) / Target(s)

UWB HR
Manager in cooperation with Rector

The new directive for the recruitment of academics and researchers at UWB is developed and approved. The new directive is based on the principles of OTM-R policy and defines the stages of the selection process (call for candidates, appointment of the committee, provision of additional information, information on narrowing the selection, inviting selected candidates for interview, providing information on the decision of the committee, determining the deadline for appeal, etc. .) The directive for filling the positions of academic and research workers at UWB determines partial procedures for individual types of jobs. Jobs are described in accordance with the European framework TOWARDS A EUROPEAN FRAMEWORK FOR RESEARCH CAREERS - categories R1 to R4, see OTM-R Checklist, point 2.

Proposed ACTIONS

Action 10

[UWB] Prepare training on the proper procedure for the selection process for members of the selection committee. The training familiarises the participants with the basic principles of OTM-R policy and procedures adapted according to the directive for recruitment of UWB academics and researchers.

GAP Principle(s)

(-/+) 13. Recruitment (Code)

(-/+) 14. Selection (Code)

Timing (at least by year's quarter/semester)

2Q /2020

Responsible

Unit

Indicator(s) / Target(s)

UWB HR

Manager in cooperation with Lifelong Learning

Contents of training for members of the selection committee are created and published on the website.

Action 11

[FAV] Training of selection committee members on the correct selection procedure.

GAP Principle(s)

(-/+) 14. Selection (Code)

Timing (at least by year's quarter/semester)

4Q / 2020

Responsible

Unit

Indicator(s) / Target(s)

Dean of FAV

At least one member of the selection committee will always be demonstrably trained. See OTM-R Checklist, point 3.

Proposed ACTIONS

Action 12

[UWB] Publish all selection procedures for researcher recruitment on the EURAXESS portal

Timing (at least by year's quarter/semester)

GAP Principle(s)

(-/+) 13. Recruitment (Code)

2Q/2020

Responsible

Unit

Indicator(s) / Target(s)

Responsible

Unit

Indicator(s) / Target(s)

UWB HR
Manager

All research vacancies are published on the EURAXESS portal. In addition to standard information, the published documents for the selection procedure contain information on career development opportunities, working conditions, laboratory equipment, UWB benefits, instructions for submitting applications, etc., see OTM-R Checklist, point 12. Larger documents will be made available through online links to minimize the administrative burden. Candidates will also be able to find the necessary documents for their application in electronic form, see OTM-R Checklist, point 15. The application documentation includes instructions (templates) for using the EURAXESS portal, see OTM-R Checklist, point 11. The consistent use of the EURAXESS portal contributes to expanding the recruitment process for foreign applicants, see OTM-R Checklist, paragraphs 6, 7 and 13. Vacancies are also advertised by default on the UWB and FAV websites, see OTM-R Checklist, point 14.

Proposed ACTIONS

Action 13

[FAV] Conducting selection procedures for research positions in accordance with OTM-R policy

GAP Principle(s)

**Timing (at least
by year's
quarter/semester)**

Responsible

Unit

Indicator(s) / Target(s)

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
Dean in cooperation with HR Manager	<p>100% of researcher selection procedures are conducted in accordance with OTM-R policy. The selection committee is appointed by the Dean of FAV. The size of the selection committee depends on the nature of the position sought. The committee has at least three members. The committee appointment process is transparent. The composition of the committee, depending on the profile of the demanded position, is balanced and adequately diverse, with the aim of maximizing the competencies, experience and gender sensitivity of the committee members. The committee as a whole has the necessary competencies to establish the ranking of the most suitable candidates, see OTM-R Checklist, points 16, 17, 18. The composition of the committee and its diversity avoids conflicts of interest. Depending on the nature of the position sought and the number of applicants, remote interviews (e.g. via Skype) are permissible, see OTM-R Checklist, point 4. The criteria for selecting a candidate are published in advance on the EURAXESS portal and the required results, competences and experience of the applicant are given according to the nature of the position. The gender balance may be emphasized explicitly, e.g.: 'women welcome', see OTM-R Checklist, point 8. The applicants are assessed qualitatively and quantitatively in the context of their previous careers, see OTM-R Checklist, point 19. The selection committee informs all candidates of its conclusions. For candidates attending an interview, the committee will produce a concise report assessing their strengths and weaknesses in relation to the position, see OTM-R Checklist, points 20 and 21. Candidates are also informed of the conditions under which they may lodge a complaint against the committee's decision, see OTM-R Checklist, point 22. A short report is drawn up on the selection procedures carried out in the year, which will evaluate the effectiveness of the OTM-R policy (number of candidates for</p>

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
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positions, foreign, women, internationalization of research teams, administrative demands of the process, etc.). This report is included in the FAV Strategic Plan Implementation Plan, see OTM-R Checklist, point 23.

Action 14

[UWB] Translate into English documents important for job applicants and for current employees and students.

GAP Principle(s)

Timing (at least by year's quarter/semester)

(+/-) 5. Contractual and legal obligations

Ongoing – to 10/2022

(-/+) 13. Recruitment (Code)

Responsible Unit	Indicator(s) / Target(s)
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UWB HR Manager

Labour-law documents and documents related to study (e.g. employment contract, application for recognition of foreign higher education and qualifications, application for study, rental contract for a University apartment, study and examination regulations, etc.) are available on the UWB and FAV websites in Czech and English.

Proposed ACTIONS

Action 15

[UWB/FAV] Establishing a process for adapting new employees. To implement this process, a course will be created for all new UWB employees. The aim of the course is to acquaint new employees with the basic principles of the organization (external relations, information systems, UWB legislation, personnel issues, recording R&D results, project management, study and examination regulations, study agenda, occupational health and safety, fire safety, etc.)

GAP Principle(s)

(+/-) 5. Contractual and legal obligations

(+/-) 39. Access to research training and continuous development

Timing (at least by year's quarter/semester)

4Q/2019

Responsible

Unit **Indicator(s) / Target(s)**

Responsible

Unit **Indicator(s) / Target(s)**

UWB HR Manager with the FAV Dean and heads of

departments

There are links to the course and a guide for new employees on the UWB and FAV websites. Newly arrived employees from abroad will be provided with comprehensive support on their arrival and during their stay in the Czech Republic.

Action 16

[FAV] Strengthening participation in the Faculty's information, advisory and decision-making bodies for pure researchers. Conditions are created for the formation of an R&D Board as an advisory body to the Dean, whose elected representative will be a member of the Dean's College. The Board will mainly comment on research and development issues. The Board will not have its own budget.

GAP Principle(s)

(-/+) 35. Participation in decision-making bodies

Timing (at least by year's quarter/semester)

2Q/2020

Responsible

Unit **Indicator(s) / Target(s)**

Dean of FAV

The Dean's directive codifying the creation of the R&D Board is on the FAV website

Proposed ACTIONS

Action 17

[FAV] FAV staff training in Human Resources. Training is focused on increasing knowledge and competence in: leadership, mentoring for mentors, conducting motivational and assessment interviews, human resources, organizational culture management, ethics and whistle blowing.

GAP Principle(s)

Timing (at least by year's quarter/semester)

GAP Principle(s)

Timing (at least by year's quarter/semester)

(-/+) 2. Ethical principles

(+/-) 3. Professional responsibility

(-/+) 28. Career development

(+/-) 31. Intellectual Property Rights

4Q/2018 – 4Q/2020

(+/-) 37. Supervision and managerial duties

(+/-) 39. Access to research training and continuous development

Responsible

Unit

Indicator(s) / Target(s)

Vice-Dean

for International Cooperation and External Relations

In particular, heads of FAV departments or their representatives will be trained. The total minimum number of trained staff at FAV is 100.

Proposed ACTIONS

Action 18

[FAV] Supporting a non-discriminatory and gender-fair environment at FAV.

GAP Principle(s)

- (+/-) 12. Recruitment
- (+/-) 27. Gender balance

Timing (at least by year's quarter/semester)

4Q /2020 and in subsequent years

Responsible

Unit Indicator(s) / Target(s)

Responsible

Unit Indicator(s) / Target(s)

Dean in cooperation with HR Manager

Support for work-life balance - among other things, the active balancing of gender inequalities related to maternity and parental leave (the possibility of reducing workloads, supporting individual career plans, the possibility of teaching breaks in order to concentrate on research activities, taking into account the needs of parents with young children when setting up a schedule, etc.). Through the Gender Inclusive Leadership Training Toolkit (GILTT), which is the output of the project submitted to H2020 (GILIRO: Gender Inclusive Leadership in Research Organizations), training programmes, motivational tools and training materials will be developed at University level to raise awareness of gender issues among UWB and FAV heads and staff. Implementation and promotion of gender-sensitive events and activities (e.g. integration of a gender perspective into the content of teaching and research), greater promotion of events aimed at increasing women's interest in technical fields (Summer School of Informatics for Girls, Women in IT project, etc.).

Proposed ACTIONS

Action 19

Action 19

[FAV] Strengthening the internationalization of research teams and openness of FAV for staff from other universities, research organizations and the application sector. Support for long-term inbound and outbound mobility and participation in international projects and 'double-degree' programmes.

GAP Principle(s)

(-/+) 13. Recruitment (Code)

Timing (at least by year's quarter/semester)

2021 and in subsequent years

Responsible Unit

FAV heads of departments

Indicator(s) / Target(s)

An increase in the number of doctoral students at FAV undertaking double-degrees. We currently have 2 students, we aim to have at least 10. A percentage increase in the number of academics and researchers at FAV with long-term work or study experience outside FAV. Current state is 12%, our aim is at least 20%.

Proposed ACTIONS

Action 20

[FAV] Implementation of a questionnaire survey among FAV staff to evaluate the effectiveness of the measures proposed in the attached Action Plan, or propose their further expansion. The aim of the questionnaire survey is to find out whether, in the opinion of the FAV staff and PhD students, the implemented activities eliminated or mitigated the identified shortcomings. A focus group will follow up on the processing of the questionnaire.

Timing (at least by year's quarter/semester)

GAP Principle(s)

- (-/+) 2. Ethical principles
- (+/-) 3. Professional responsibility
- (+/-) 5. Contractual and legal obligations
- (+/-) 8. Dissemination, exploitation of results
- (-/+) 11. Evaluation/ appraisal systems
- (+/-) 12. Recruitment
- (+/-) 23. Research environment
- (+/-) 25. Stability and permanence of employment
- (+/-) 27. Gender balance
- (+/-) 31. Intellectual Property Rights
- (-/+) 32. Co-authorship
- (+/-) 34. Complains/ appeals
- (-/+) 35. Participation in decision-making bodies

4Q / 2021

Responsible

Unit

Indicator(s) / Target(s)

Vice-Dean in cooperation with FAV HRS4R Coordinator

There is a link to the questionnaire on the FAV website. FAV academic and research staff and PhD students will be invited to complete the questionnaire. The aim is to obtain a response from at least 25% of FAV staff and PhD students. The results of the questionnaire survey and the conclusions of the focus group will be compared with the results of the previous survey, published on the HR Award section of the Faculty website and used to update the action plan for the next period.

Unselected principles:

(++) 1. Research freedom (++) 4. Professional attitude (++) 6. Accountability (++) 7. Good practice in research

(++) 9. Public engagement (++) 10. Non discrimination

(++) 17. Variations in the chronological order of CVs (Code) (++) 18. Recognition of mobility experience (Code)

(++) 20. Seniority (Code) (++) 22. Recognition of the profession (++) 24. Working conditions

(++) 26. Funding and salaries (++) 29. Value of mobility (++) 36. Relation with supervisors

(++) 38. Continuing Professional Development (++) 40. Supervision

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) *

As part of the collaboration between the four components of UWB (bidding independently for the HR Award) and the University leadership, it was decided to create a joint OTM-R policy at University level. This decision was also supported by creating the position of UWB HR Manager, which did not exist at the time of the Gap analysis. OTM-R policy and related procedures will be handled by the UWB HR Manager in cooperation with representatives from the individual components.

Creating an OTM-R policy and translating it into a University-wide strategy, along with the other principles of the Charter and the Code, is one of the main tasks of the Action Plan. The next step is to incorporate OTM-R policy into related regulations. In the area of recruitment and selection of employees, this mainly means creating a directive for filling the positions of academic and research workers at UWB. The OTM-R checklist will be fully utilized here. It is also important to ensure that these new regulations are applied in practice, in the recruitment and selection process. Also related to this is the introduction of the new documentation to employees and training of selection committees.

The Action Plan describes the activities of the entire UWB and FAV and their specific objectives in the area. The principles of OTM-R policy can be summarized as follows:

- The selection board will be set up in a transparent manner so that, depending on the profile of the available position, it has all the powers to select the most suitable candidate. Emphasis will be placed on the balanced representation of women and external members from the academic and private spheres.
- Selection committee members will be acquainted with the principles of the Charter and the Code, receive in advance all documents governing the course of proceedings and may request further information from the UWB HR Manager. At least one member of the selection committee will be demonstrably trained.
- Candidates will be provided with clear and transparent information on the entire selection process, including selection criteria, required knowledge, working conditions, benefits, career opportunities and so on.
- Expansion of FAV recruitment activities abroad, for example through the consistent use of the EURAXESS portal and its comprehensive information services for researchers.
- Emphasis will be placed on not increasing the candidate's administrative burden. Electronic communication will be used to provide more extensive information about the selection procedure and the offer. Unsuccessful candidates will be informed of the strengths and weaknesses of their candidacy and they will be allowed to appeal against the committee's decision.
- Setting up control mechanisms and verifying that the entire recruitment process is sufficiently effective and contributes to meeting the established objectives. To do this, the OTM-R checklist will serve as a self-assessment tool and the control processes for the implementation of the UWB and FAV strategic plan.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL: <http://www.yoursite.com>

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

Implementation of proposed actions as per the GAP Analysis will be conducted on two levels. On the level of UWB, implementation of proposed actions is controlled by the UWB HR Manager and guaranteed by the Management of the University – the Rector and Vice-Rector. Working groups including representatives of the faculties and institutes are or will be formed for the implementation of the actions.

On the FAV level, the implementation of relevant actions will be managed by the HRS4R coordinator and guaranteed by the Management of the Faculty – the Dean, Vice-Dean. The proposed actions will be implemented by members of the Working Group which may be expanded if necessary.

Coordination of the Action Plan and HRS4R on the University level is guaranteed by the membership of the Dean and Vice-Dean of FAV in the Steering Committee.

Responses to all comments obtained within the Initial Assessment - EC Consensus Report are addressed in 'Comments' part of the Gap Analysis, OTM-R & Action Plan: Design.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Note: Click on each question of the checklist to open the editor.

How will the implementation committee and/or steering group regularly oversee progress?*



Detailed description and duly justification (max. 500 words)

We understand the oversight (supervision) of the realisation of the Action Plan as well as overall implementation of HRS4R to be a monitoring activity related to the provision of guarantees, support and required personnel resources. On the UWB level, the members of the Steering Committee are the Rector, Vice-Rector and the UWB HR Manager; they also provide guarantees for the key activities of the Action Plan. On the FAV level, the members of the Steering Committee are the Dean and Vice-Dean of the Faculty. Supervision of the Action Plan will be conducted concurrently with its implementation.

The Steering Committee will require the HR Manager to present information (a continuous report) on the performance of the Action Plan on the UWB level twice a year. The HR Manager will consult with the coordinators in the parts, coordinate all joint activities and acquire information on progress in the parts no less than 4 times a year. This will safeguard that the performance of the Action Plan receives adequate attention from the persons in charge as well as from the University management. Therefore, the University management will have an opportunity to monitor the overall implementation process, to guarantee and support it.

On the Faculty level, progress will be regularly reported by the HRS4R coordinator to the Faculty management (no less than 2 times a year). The Faculty management (Dean, Vice-Dean) will provide the working group with all necessary support.

How do you intend to involve the research community, your main stakeholders, in the implementation process? *



Detailed description and duly justification (max. 500 words)

FAV employees will be participating in the implementation of HRS4R especially by participation in the working groups established for the implementation of individual parts of the Action Plan on the UWB and FAV levels.

Broad engagement of FAV employees is assumed also by commenting on the new or amended documents (e.g. the Ethical Code, the Code of Conduct for Recruitment, the OTM-R Policy. etc.) where open commenting will be organised.

Relevant staff of FAV will engage in training of ethics and whistleblowing, leadership, strategic management, mentoring, conduction of motivational and assessment interviews.

After a period of 2 years, a repetition of the survey is planned where all employees of FAV can fully comment on the ongoing implementation process of HRS4R.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy. *



Detailed description and duly justification (max. 500 words)

A key action on the UWB level is the harmonisation of HRS4R with the human resources strategy of the University for 2021 – 2025, the preparation of which is to commence in the second half of 2019. Preparatory actions started in 2017 within the framework of comprehensive assessment of quality at UWB.

The University management will participate in the preparation of the new HR strategy together with the management of UWB's faculties and institutes. The strategy will be subject to a wide comments and approval process; this will provide the engagement of all stakeholders.

The HR strategy will be also included in the Strategic Intent of UWB and FAV (these documents are discussed and approved by the respective Academic Senates).

A shared goal of the activities mentioned above is the inclusion of HRS4R in the widely shared values and organisational structure of UWB and FAV.

How will you ensure that the proposed actions are implemented?*



Detailed description and duly justification (max. 500 words)

The first step towards safeguarding the implementation is the approval of the Action Plan. In the case of University-wide actions, the Action Plan has been approved by the University management and by the management of the Faculty on the FAV level. Members of the UWB and FAV management are also members of the Steering Committee.

Having approved the Action Plan and assumed the guarantees for its implementation, the University and Faculty managements have approved the allocation of resources to implement the Plan. Working groups under the supervision of a person in charge have been or will be formed for the University-wide actions. The working groups consist of competent, motivated employees. The implementation of the actions is not demanding in terms of financial investment, but will require considerable investment of time from the group members. Actions on the Faculty level will be implemented by the FAV working group.

Individual segments of the Action Plan will be managed in conformity to project management, including the specification of partial milestones and the analysis of risk required for the achievement.

Implementation of HRS4R will also be included in the Strategic Intents of UWB and FAV. Further important components are the reporting of work in progress, regular inspections by the Steering Committee, removal of obstacles that prevent implementation as well as the use of feedback from the researchers.

Key aspects will be the dissemination of the principles of the Charter and Code in a brief, organised manner to all members of the Faculty as well as obtaining feedback. Permanent dissemination of the ethical principles with full support from the University and Faculty management is a guarantee of achieving the goals as well as earning and retaining the HR Award.

How will you monitor progress (timeline)?*



Detailed description and duly justification (max. 500 words)

Each segment of the Action Plan has a nominated person in charge as well as a specified and approved deadline by which the desired outcome (indicator) is to be achieved. The Action Plan on the UWB and FAV level is a timeline of mutually interwoven actions; the observance of the deadlines as well as progress can be monitored and assessed (with the application of project management principles).

On the UWB level, the HRS4R coordinators will be meeting the HR Manager no less than 4 times per year to coordinate progress of actions and assess shared risk. If necessary, the persons in charge of the activities will be invited to the meetings. The HR Manager will present progress reports to the Steering Committee; the Committee will meet twice a year and adopt corrective measures if necessary.

On the Faculty level, the HRS4R coordinator will inform on the progress on a regular basis (no less than twice a year). The Faculty management (Dean, Vice-Dean) will adopt corrective measures if necessary.

How will you measure progress (indicators) in view of the next assessment?*



Detailed description and duly justification (max. 500 words)

The attached Action Plan is the first plan after the initial GAP Analysis. Therefore, the Plan is designed to meet the conditions necessary for the implementation of the organisational culture as per HRS4R.

The Action Plan focuses on the amendment of key documents (e.g. the Ethical Code, the Code of Conduct for Recruitment), the dissemination of those documents and continuous implementation of the new rules and principles into day to day operations. A component of the Action Plan is to train employees on relevant topics.

Each component of the Action Plan has a verifiable outcome; the Steering Committee will assess overall contribution of the activities towards a successful implementation of HRS4R. The goal is the implementation and, primarily, specification of the Action Plan and its indicators. An independent assessment of the contribution of the Action Plan and suggestions for changes will be conducted on the FAV level as well.

As indicated above, the staff survey of the affected parts will be repeated after two years. The goal will be to identify whether it is also the opinion of FAV employees that the implemented activities have removed or at least mitigated the defects and whether the adopted measures are adequately efficient. The results will be compared to the initial survey and submitted to the management of FAV and to the Steering Committee.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

A comprehensive assessment of quality was conducted at UWB in 2017. The excellence model of European Foundation for Quality Management (www.efqm.org) modified for application in the university environment was used as the foundation of the methodology. The model consists of nine major criteria from which two focus on human resources. Some areas for improvement identified in this assessment and subsequent measures for improvement are identical to actions in this Action Plan. They include, for example, amendments to the Code of Conduct, employee assessment, and the Career Regulations. The performance of those actions is monitored twice a year by the Internal University Assessment Council, the chairman of which is the Rector. The coordination of the actions serves as another guarantee towards the implementation of the actions.

As mentioned above, four parts of the University have registered for the implementation of HRS4R on the UWB level (Faculty of Applied Sciences, Faculty of Electrical Engineering, Faculty of Mechanical Engineering, and New Technologies Research Centre). However, those four parts have coordinated their process within the GAP Analysis and the preparation of the Action Plan; where suitable, actions on the University level have been proposed and agreed with the management of UWB. That is why this Action Plan includes actions on the level of the part – Faculty of Applied Sciences – and of the University: e.g. the OTM-R Policy will be prepared for the entire UWB. In the course of the preparation of the analysis, the position of UWB HR Manager has been established.