

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: 17/10/2018

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) *	1160
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 faculties of the University of West Bohemia in Pilsen (UWB). In its accredited study programmes, it provides education to future highly-qualified experts who do not have problems in the job market. Through collaboration with other universities abroad, the students have the possibility of study stays in many countries worldwide. Apart from the education programs, the Faculty conducts varied research activities, primarily in its NTIS European Excellence Centre: its activities focus on the development of cybernetic and mechanic systems, information and bio-engineering technologies. Other fields of activity are research and development of thin-film materials and plasma sources, processing of geo-spatial data, and development of mathematical structures to support the modelling of the systems and processes under research.

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.

Ethical and professional aspects



Strengths and Weaknesses (max. 800 words)

The analysis conducted on the UWB level suggests that the topic of ethical and professional aspects appears, for the most part, to be a strength of the University. Freedom of research is stipulated by the Higher Education Act and is guaranteed in the Statute of UWB. The freedom of thinking and research is anchored in the Ethical Code of UWB as well.

Professional approach is documented in the Strategic Intent of UWB. Internal regulations impose a system of finance management, risk management, provision of occupational health and safety (H&S); a new addition is the implementation of measures in conformance to protection of personal information (GDPR). UWB has implemented processes for submission of projects, realisation of contractual research, teaching, theses and dissertations. The University regularly conducts training as required by law (e.g. occupational health and safety, fire prevention). UWB operates an internal control system for economic, efficient performance of activities and early identification of potential risk. The Internal Audit Division conducts independent internal audits within UWB.

A University-wide motivation system is in place to support R&D employees. Excellent results are awarded financially as well as publicly, e.g. at ceremonial meetings of the Scientific Council of UWB or by publication in INFO, UWB's information portal.

No major deficiencies have been identified in these areas in the questionnaire survey conducted among UWB employees. A Report on Internal Evaluation of Education, Creative and Related Activities was prepared in 2016-2017 in relation to the major amendment of the Higher Education Act; the Report provides an in-depth analysis of the status at UWB and presents priorities for further improvement, including the ethical and professional aspect of R&D.

The legislative environment at UWB is strictly against discrimination; furthermore, the questionnaire survey failed to identify systematic discrimination. In conformance to legislation, protection of intellectual property is governed by a Rector's Directive and it receives methodological control from the Project Centre of UWB. Within the framework of UWB, the Technology Transfer Department (OTT), is established, which has at its disposal experts for protection of intellectual property rights (IPR), and knowledge transfer. Another body is the Council for Development of Knowledge Transfer where experts from the industry are members. UWB operates the External Relations Division which provides communication with the public, advertising, and presentation of UWB. Media presentation of research findings is provided continuously on two levels – expert and general. Research results are presented to the general public in popularisation events, such as Science and Technology Days.

The principal area for improvement is the Ethical Code of UWB, especially the content and conformance to the Charter and Code, its applicability to all employees and students, and ease of access. Another important aspect is the identification of a proper manner of reporting and addressing suspicions of breaches of ethical principles, meaning independent review and provision of confidential, informal assistance.

Current state of FAV

The focus on R&D at FAV derives from the Faculty's history and level of knowledge achieved, and is further detailed by the needs of the society, e.g. National Research and Innovation Strategy for Smart Specialisation (National RIS3 Strategy). The focus on R&D is detailed in the Strategic Intent of FAV which is prepared for 5-year periods (currently 2016-20), and update annually. Strategic documents of FAV are discussed by its Scientific Council and approved by the Academic Senate.

The NTIS Research Centre (see www.ntis.zcu.cz), was established at FAV from 2010 to 2014, as part of the Operational Programme Research & Development for Innovation (OP RID), priority axis 1 – European Centres of Excellence. In observance of a recommendation issued by the NTIS International Evaluation Team, a permanent Ethical Committee was established, which assesses the planned experiments within the projects in terms of providing safety, human dignity, and protection of personal information of the persons participating in the experiments.

The unique nature of research is verified by publishing in impacted journals and by grant agencies which fund the investigated projects. Unique results of research are subject to patent applications. The team leaders bear full and irreplaceable responsibility for the motivation and evaluation of the individual team members. Evaluation of employees in some units of FAV is further detailed by specific career policies. However, objective assessment of quality and related assessment of researchers is a complex system which depends on the type of research; there is a high risk of increasing related administration workload.

FAV uses a system for inspection of theses and dissertations in terms of similarity to previously published papers at a special website (theses.cz), for identification of plagiarism.

Each FAV/NTIS unit has a designated H&S specialist who continuously monitors occupational safety and conducts public annual tests into H&S. Operation and laboratory policies have been prepared as well as a comprehensive risk analysis in terms of occupational health and safety (H&S).

The NTIS centre established in January 2018 the position of Manager for Cooperation with Practice and for Technology Transfer. Expert public is informed about the centre's research results via invitations to lectures and talks in conferences, articles in journals; by organising seminars and workshops with field presentations for application partners.

Recruitment and selection



Strengths and Weaknesses (max. 800 words)

Recruitment and selection of employees is conducted by each part of UWB; only basic administration support is provided on the University level. A Code of Conduct for Recruitment of Academic Staff is in place, however, the code is very brief and does not contain many requirements of the Code and of the OTM-R Checklist. All vacant positions are posted on the University's website, usually only in Czech. Only a fraction of the vacancies is posted on the Euraxess website; other advertising portals are used only occasionally. Requirements for the recruitment of new staff are established in conformance to the Internal Wage Regulations of UWB. An Amendment to the Code of Conduct for Recruitment in conformance to the requirement of the Charter is being prepared on the University level.

A positive aspect is that selection of new employees is conducted by a committee of no less than 3 members, in conformance to the Code of Conduct for Recruitment. However, the code does not specify any rules for composition of the committees. Gender balance of the committees is not required or subsequently monitored (see the OTM-R Check-list). The selection criteria are specified ad-hoc prior to each selection procedure.

Improvement is also needed in the University-wide support for recruiting foreign staff; this is related to having the legislation documents translated into English. The Code of Conduct for Recruitment or other internal regulations do not explicitly stipulate the appointment of post-doctoral researchers. The hiring process is not sufficiently monitored, neither is the number of candidates to vacancies or their composition, especially the rate of candidates ranking from current employees of UWB or external candidates from the Czech Republic or abroad.

Current state of FAV

Vacancies are also published at the FAV/NTIS website, in the "Vacancies" section. As a rule, recruitment of researchers in the NTIS centre is subject to the Code of Conduct for Recruitment at NTIS. Acquisition of new R&D employees for the most part hires persons from the ranks of the Centre's own doctoral students. However, the situation is improving, e.g. in relation to the implementation of Mobility 3.0, which includes organising selection procedures for candidates from abroad. NTIS internal policy does not explicitly govern candidate procedures during the selection procedure.

The background material for comprehensive assessment of the candidates and their professional careers is a structured CV (professional) and a cover letter. The requirements on the candidate's degree of education or qualification are shown in the job advertisement; they are proportional to the requirements of the position.

The selection procedures offer room for improvement, especially in terms of the extent of information provided to the candidates prior to and after the selection procedure. Candidates, especially those who did not succeed at the recruitment, are not typically familiarised with the strengths and weaknesses of their candidacy.

The chair and members of the selection committee are appointed by the Dean of FAV. Committee members are usually employees of FAV; the expert composition of the committee is proportional to the nature of the position being offered. Committee members are familiarised with the conditions of the selection procedure in advance, together with the documents submitted by the candidates (CV and cover letter). The interview with the candidate serves to clarify any potential inconsistencies.

Working conditions



Strengths and Weaknesses (max. 800 words)

The principal legislation on employment relationships in the Czech Republic is the Work Code. On the UWB level, working conditions are governed by internal regulations. Those regulations are especially the Internal Compensation Regulations of UWB and the Collective Agreement entered into by the Management of UWB and the trade unions, and Rector's Directives:

- 22R/2011 – Occupational Health and Safety,
- 11R/2014 – Protection of Intellectual Property and Transfer of Knowledge,
- 21R/2011 – Records of Publication and Other Expert Activities,
- 03R/2015 – Grant System.

The Collective Agreement specifies basic employee benefits, such as extra holiday, modification of working hours, subsidised meals, etc. There is a possibility to rent a starter flat. A day-care centre has been recently opened for the children of UWB employees.

In spite of the great number of policies and internal regulations specifying the legal and normative framework of the working conditions at UWB, certain areas for improvement have been identified. The questionnaire survey and the findings of the focus groups for example, indicate that much misunderstanding is caused by inadequate communication between the participants. Another beneficial item is the reduction of administrative workload, especially by offering administrative support to researchers. UWB holds a large number of fixed-term contracts; this is caused by project funding of R&D. Some employees consider accumulation of fixed-term contracts a problem.

Formally, from the viewpoint of internal legislation at UWB, gender discrimination is non-existent; internal regulations have been prepared in the philosophy of equal opportunities. However, the question whether the employee had experienced gender-based discrimination received several positive responses, usually by women. UWB operates an Information and Advisory Centre which is a comprehensive system of study, social, psychology, and legal services. The centre focuses especially on students and graduates (including doctoral students), not on employees of the University.

Unlike academic staff, employees working solely as researchers (i.e. non-academic staff) cannot vote and be voted in the Academic Senate (neither of UWB nor of FAV), which reduces their participation in the decision-making process in strategic direction of the mother organisation.

Current state of FAV

FAV is a medium-size faculty, currently with approximately 1160 students. FAV is an important part of the university with overlay throughout

the entire institution. The primary purpose of FAV is to offer courses with high-quality research background headed by renowned persons. Researchers, as well as academic staff have at their disposal a newly erected building in accessible design with advanced research; the building was built with funding from the European Regional Development Fund (ERDF). The equipment of the research laboratories is considered state-of-the-art on the European level. Employees use the required IT technology and access to the information systems of UWB. The Faculty regularly conducts training in occupational health, safety and fire protection. Operating policies are in place for the laboratories. Employees undergo initial and periodic medical examinations.

A major part of the financial income of the researchers comes from activities related to grants; these activities show great instability due to the highly competitive environment. The fluctuation in income is balanced by comprehensive activities of the research teams and multi-source funding (support from institutions and contract research).

The management of FAV/NTIS contributes to the removal of imbalance between men and women by not giving preference to any of the genders. The gender structure of FAV/NTIS conforms to engagement of women in R&D in technical fields in the Czech Republic. Mobility in the professional career, especially researcher stays in abroad, is seen as positive experience that contributes to the development of international cooperation in the part. A plan of mobility is prepared each year for the application sphere and abroad.

The text part of the questionnaire survey and the findings of the focus groups also indicate that collaboration with the Project Centre of UWB is not adequately efficient; this has negative impact for the exploitation of R&D results in practice (opinions held by 26% of respondents).

In the questionnaire survey, some employees commented on the problem of co-authorship, as it has a negative impact on bibliometric evaluation of their performance. No rules exist about the conditions under which co-authorship can be awarded; the topic is not subject to adequate discussion. In this aspect, the situation is the most complicated for PhD students. The issue of co-authorship is to be addressed in the new version of the Ethical Code on the level of UWB.

Training and development



Strengths and Weaknesses (max. 800 words)

The area of Training and Development receives mostly positive responses. Every employee has a superior or supervising employee nominated; these positions are typically those of leaders of the unit, research team, and supervisors of doctoral students.

According to their education and position held, employees of UWB are classified into pay grades as per the Internal Compensation Regulation of UWB where general description of duties are specified. Detailed description of an employee's rights and duties is provided in their employment contract and job descriptions.

Continuing professional development of employees is organised, on the UWB level, by the Institute of Lifelong Learning and by the Institute of Applied Language Studies. The questionnaire survey indicates that the University offers a sufficient number of training and education events. Concurrently, however, the focus groups did present suggestions for other training especially in soft skills, such as preparation of new employees to their executive and organisational duties, introduction to the topic of intellectual property and commercial utilisation of results, introduction to ethical principles in research, publishing, and the procedures for suspected breaches of ethical norms.

Current state of FAV

R&D activities at FAV are divided into individual research activities, all of which are supervised by experienced executive researchers. These executive researchers supervise their research teams, coordinate multi-field collaboration, are in charge of meeting the milestones and indicators of the projects, and regularly evaluate the results of the members of their teams.

Researchers at FAV/NTIS have an opportunity of continuous professional development and gaining new experience in their fields. Especially with early-stage researchers and PhD students, great emphasis is put to further education and the expansion of expert qualifications (training, language courses, e-learning courses, etc.). Professional development is assisted by supported mobility of researchers (participation in conferences and short and long-term stays in research institutions abroad).

FAV has approximately 180 students in 7 doctoral fields who participate in FAV/NTIS research activities during their studies (88 PhD students worked in NTIS in 2017). FAV considers doctoral studies and their quality to be the priority of its creative activities. Doctoral studies are conducted under expert oversight of a supervisor – a renowned expert in the field (doctor or professor). The supervisor is responsible for their activities to the Field Study Board of the Faculty.

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 a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

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

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
		(-/+) 2. Ethical principles			
		(+/-) 3. Professional responsibility			
1	(UWB) Provide that the principles of the Charter and Code as well as relevant strategic activities are included in the Strategic Intent of UWB for 2021-2025	(+/-) 12. Recruitment	4Q/2020	Vice-Rector for Development and External Relations	Strategic Intent of UWB for 2021-2025 organically includes priorities as per the Charter and Code
		(-/+) 13. Recruitment (Code)			
		(+/-) 23. Research environment			
		(+/-) 25. Stability and permanence of employment			
		(+/-) 27. Gender balance			

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2	(UWB) Amendment to the Ethical Code of UWB so that it also applies to researchers and conforms to the requirements of the Charter and Code, including specification of procedures for safe whistleblowing against breach of the principles stipulated by the Ethical Code.	(-/+) 2. Ethical principles (+/-) 27. Gender balance (-/+) 32. Co-authorship (+/-) 34. Complains/ appeals	1Q/2019	HR Manager of UWB	Amended Ethical Code is approved
3	(UWB) Prepare a training programme on how to identify the symptoms of breach of the ethical principles stipulated by the Ethical Code and on what employees must do when such suspicion has arisen.	(-/+) 2. Ethical principles (+/-) 3. Professional responsibility (+/-) 27. Gender balance (-/+) 32. Co-authorship (+/-) 34. Complains/ appeals	2Q /2019	HR Manager of UWB in cooperation with Institute of Lifelong Education	The training programme has been prepared, including the content and trained instructors.
4	(UWB) Prepare a system of software support for evaluation of research (centralisation of information from already available sources across the entire UWB	(-/+) 11. Evaluation/ appraisal systems (-/+) 28. Career development	12/2019	Vice-Rector for Science and Research	The system has been prepared and is functional.

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
5	(UWB) Prepare a process for assessment of UWB employees that would allow checking whether assessment is in progress.	(-/+) 11. Evaluation/ appraisal systems (-/+) 28. Career development	4Q/2018	HR Manager of UWB	The directive "Assessment of UWB Employees" has been prepared and approved
6	(UWB) Include adherence to the directive "Assessment of UWB Employees" in the internal audit plan for 2019 and further if necessary.	(-/+) 11. Evaluation/ appraisal systems	12/2019 and continuously	Rector	Internal audit on adherence to the directive has been conducted
7	(UWB) Amend the existing Code of Conduct for Recruitment of academic staff at UWB" or replace it with new regulation so that it applies to all researchers and office staff and contains all the major principles as per the analysis of the gaps identified at the 12-21 analysis, all relevant issues from the Checklist, and conforms to the OTM-R policy.	(+/-) 12. Recruitment (-/+) 13. Recruitment (Code) (-/+) 14. Selection (Code) (-/+) 15. Transparency (Code) (+/-) 16. Judging merit (Code) (+/-) 19. Recognition of qualifications (Code) (+/-) 21. Postdoctoral appointments (Code)	4Q/2019	HR Manager of UWB in cooperation the Rector	Amended Code of Conduct for Recruitment or new internal regulation has been approved and posted at the UWB website

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
8	(UWB) Have selected documents translated into English that are important for prospective and current employees.	(+/-) 5. Contractual and legal obligations (+/-) 12. Recruitment (-/+) 13. Recruitment (Code) (-/+) 14. Selection (Code) (-/+) 15. Transparency (Code) (+/-) 16. Judging merit (Code) (+/-) 19. Recognition of qualifications (Code) (+/-) 21. Postdoctoral appointments (Code)	Continuously – by 10/2022, English translations will be provided at least of the strategic documents as well as of the directives included in this Action Plan	Selected coordinator from the project centre	Selected documents, especially the strategic documents and regulations included in this Action Plan in their English versions are available at the websites of UWB and its parts
9	(UWB) Amendment to the Career Regulations of UWB including the findings from the analysis.	(-/+) 11. Evaluation/ appraisal systems (-/+) 28. Career development (+/-) 33. Teaching	1 Q / 2019	HR Manager of UWB	Career Regulations of UWB have been amended, approved, and published
10	(UWB) Setting of the onboarding process for new employees.	(+/-) 5. Contractual and legal obligations (+/-) 39. Access to research training and continuous development	4Q/2019	HR Manager of UWB	The process has been described and is functional

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
11	[UWB] Formulation of OTM-R (Open, Transparent and Merit-based Recruitment) policy applicable to the entire UWB, its approval and publication in the Czech and English languages.	(+/-) 12. Recruitment (-/+) 13. Recruitment (Code) (-/+) 14. Selection (Code) (-/+) 15. Transparency (Code) (+/-) 16. Judging merit (Code) (+/-) 19. Recognition of qualifications (Code) (+/-) 21. Postdoctoral appointments (Code)	4 Q / 2019	HR manager of UWB in cooperation the Rector	OTM-R policy approved and published at the UWB website
12	[UWB] Prepare training on the correct procedure of the recruitment process for members of selection committees.	(-/+) 14. Selection (Code)	2 Q / 2020	HR manager of UWB in cooperation with Institute of Lifelong Education	Training content has been prepared, internal trainers trained
13	[UWB] Publish all selection procedures for recruitment of researchers at Euraxess as per the OTM-R policy.	(-/+) 13. Recruitment (Code)	1 Q /2020	HR manager of UWB	Starting in 1/2020, all researcher vacancies are published at Euraxess as per the OTM-R policy

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
14	[FAV/NTIS] Expand participation in the informatory and advisory of the Faculty for employees acting only as researchers.	(-/+) 35. Participation in decision-making bodies	2Q /2019	Dean of FAV	Prepare conditions for the establishment of a Chamber of Researchers
15	[NTIS] Amend the internal policy "Code of Conduct for Recruitment of Staff at the NTIS Centre" in conformity to the amendment to the amendment to Code of Conduct for Recruitment	(-/+) 14. Selection (Code) (-/+) 15. Transparency (Code) (+/-) 16. Judging merit (Code) (+/-) 19. Recognition of qualifications (Code) (+/-) 21. Postdoctoral appointments (Code)	1Q /2020	NTIS Director	The amendment to the internal policy "Code of Conduct for Recruitment of Staff at the NTIS Centre" is approved and posted on the NTIS website
16	[FAV/NTIS] Clarify the roles and competences between FAV/NTIS researchers and the staff of UWB's Technology Transfer Department.	(+/-) 8. Dissemination, exploitation of results (+/-) 31. Intellectual Property Rights	4Q /2019	Manager for cooperation with the application sphere and for technology transfer at NTIS	Division of competences in the domain of technology transfer. Establish functional cooperation between UWB's Technology Transfer Department and FAV/NTIS.

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
17	[FAV/NTIS] Train relevant staff of FAV/NTIS in ethics and whistleblowing, leadership, strategic management, mentoring, conduction of motivational and assessment interviews.	(-/+) 2. Ethical principles (-/+) 28. Career development (+/-) 30. Access to career advice (+/-) 37. Supervision and managerial duties	4Q/2018 – 4Q/ 2020	Vice-Dean for international collaboration and external relations	Train relevant employees

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) *

The cooperation the Management of UWB and four its parts (which are individually running for the HR Award) has adopted a decision to establish a joint Open Recruitment Policy on the University level. The decision was supported by the introduction and employing a person in the position of UWB HR Manager which did not exist at the time of performing the GAP Analysis. The OTM-R Policy and ensuing procedures will be prepared by the UWB HR Manager in cooperation with representatives of the parts.

The establishment of the OTM-R Policy and its incorporation in the overall University strategy, along with other principles of the Charter and Code, represent some of the principal tasks of the Action Plan. Another stage is the implementation of the OTM-R Policy in relevant regulations. In terms of selection and hiring of employees, that document is primarily the Code of Conduct for Recruitment. This will apply the suggestions of the OTM-R Checklist in full. A new, or amended, version of the Code will be prepared, and, in conformance to the Higher Education Act, registered at the Ministry of Education, Youth and Sports of the Czech Republic. Another critical point is to provide that the new regulation is adopted into practice of selection and hiring of new employees. This is also related to familiarisation of employees with the new documents and to training of selection committees.

In relation to the amendment to the Code of Conduct for Recruitment at UWB, the internal NTIS policy for employee selection will be amended.

The purpose of those measures is to deliver substantial improvement of the evaluation as per the OTM-R Checklist, especially in these areas:

- Training or demonstrable introduction of the members of selection committees to the principles of the Code and the OTM-R Policy,
- Expansion of FAV/NTIS recruitment activities in abroad, e.g. by using the EURAXESS portal and its comprehensive information services for researchers,
- Introduction of candidates to the possibilities of their career development,
- Informing unsuccessful candidates with the strengths and weaknesses of their candidacy, allow to file objections against the decisions adopted by the committee,
- Respect the specifics for the hiring and appointment of researchers with a post-doctoral researcher status,
- Assessing whether the OTM-R Policy is performing its goals through the implementation and measurement of specific indicators (e.g. the ration of candidates from outside UWB).

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/NTIS 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.

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) on 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 guarantee to the key activities of the Action Plan. On the FAV/NTIS 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 by the persons in charge as well as by the Management of the University. Therefore, the Management of the University 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 Management of the Faculty (no less than 2 times a year). The Management of the Faculty (Dean, Vice-Dean) will provide the Working Group with all support necessary.

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

Broad engagement of FAV/NTIS 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/NTIS will engage 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/NTIS 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 commenced already in 2017 within the framework of comprehensive assessment of quality at UWB.

The Management of the University 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(those 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/NTIS.

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 Management of the University and by the Management of the Faculty on the FAV level. Members of the Management of UWB and FAV are also members of the Steering Committee.

Having approved the Action Plan and assumed the guarantees for its implementation, the Management of the University and of FAV has 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 investment, but will require considerable time allowance from the persons. Actions on the Faculty level will be implemented by the FAV/NTIS 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 under full support by the Management of the University and Faculty is a guarantee of achieving the goals as well as of the 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/NTIS level is a timeline of mutually interwoven actions; the observance of the deadlines as well as progress can be monitored and assessed (under 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 on 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 Management of the Faculty (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 Action Plan attached hereto 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/NTIS level as well.

As indicated above, the survey in the employees of the affected parts will be repeated after two years. The goal will be to identify whether it is also the opinion of FAV/NTIS 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/NTIS 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 Ethical Code, 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.