

Action Plan FE (HR AWARD)

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

The Faculty of Education (FE) 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 15 relatively small departments with number of FTE ranging between 5 and 17. FE is quite heterogeneous faculty offering teaching study programmes in almost all specializations from natural sciences over humanities to sport and expressive disciplines. 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.

Ethical and professional aspects

Strengths

Freedom of research is ensured in the Higher Education Act and 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. However, the UWB Motivational System is not full appropriate for FE, because of its focus on research outputs which are not very typical for the educational research in the Czech Republic.

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.

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, European Science Night, etc.

Weaknesses

Some workers point out in the questionnaire survey 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 coauthorship 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 systematic problem. More frequently than gender-based discrimination the discrimination based on academic positions was mentioned by the respondents of the survey. It may be due to the fact that the accreditation of most study programs (and thus existence of the corresponding departments) depends on one Professor or Associate Professor who has thus very strong position (he/she is almost irreplaceable in some cases) which may be sometimes abused.

Recruitment and selection

Strengths

- Recruitment and selection of employees is solved at the Faculty level; basic administrative support is provided at the University level.
- There are Rules of Selection Procedures for the Recruitment of Academic Staff at UWB.
- Requirements for the selection of new employees are set in accordance with the UWB Internal Wage Code.
- 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 FE 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.

Weaknesses

- The Rules for the selection procedure for the recruitment of academic staff applies to research (nonacademic) staff only just adequately.
- The Rules is very brief and do not contain a number of requirements stated in the OTM-R Checklist.
- All vacancies are advertised on the website of UWB and FE, mostly only in Czech language. Only a limited number of vacancies are posted on EURAXESS, and other advertising portals are used only occasionally.
- Gender balance of selection boards is not determined or monitored.
- 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.

Working conditions

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 (and the corresponding appendixes)
- No 33R / 2018 Intellectual property protection and knowledge transfer
- No. 21R / 2011 Records of publishing activities and other professional activities
- No. 03R / 2015 Grant System
- No. 24R / 2019 Career development regulations

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 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 FE have the same conditions and opportunities for professional growth as men through gender-free motivation programmes and a transparent evaluation system.

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 significant improvement have been identified. Serious criticism was focused on the possibility to hold work-life balance due to extreme administrative burden which reduction, in particular by improving the administrative support of researchers, would be highly desirable. The FE 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 as well as big changes in salaries due to extremely low stability of funding of faculty.

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 FE, which reduces the possibility of pure researchers participating in the management and decision-making strategy at FE 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.). Discrimination based on academic positions (for example between Professors and Associate Professors needed for the accreditation of the study programs and other employees) was also frequently mentioned in the survey.

Training and Development

Strengths

Training and development is rated relatively 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.

Supported mobility of researchers (participation in conferences, internships and long-term study stays at foreign research institutions) also contributes to professional development and 85 % of respondents stated that the international mobility is sufficiently supported.

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, some respondents have come up with suggestions for further training, especially in the issues of familiarisation with ethical principles in pedagogical and psychological research, project administration and publishing activities. Especially the project administration seems to be a significant problem with almost one half of employees not sufficiently informed about how administer and govern projects in the UWB environment. Despite the fact that according to questionnaire survey a clear majority of FE employees believe that the international mobility is sufficiently supported, the number of FE academics having long-term experience from abroad is still very low.

3. Actions

No.	Proposed action	Timing	Responsible unit	Indicator/target
1	[UWB] Provide that the principles of the Charter and Code as well as relevant strategic activities are included in the Strategic Plan of UWB for 2021-2025.	Q4/2020	Vice-Rector for Development and External Relations	Strategic Plan of UWB for 2021-2025 organically includes priorities of the Charter and Code. The preparation of Strategic Plan is underway and it should be ready for approval in relevant academic bodies till December 2020.
2	[UWB] Focus on the popularization of the Code of Conduct of UWB in order to raise awareness of these principles among employees of all parts who should also know where to report suspected unethical behaviour.	Q2/2021	UWB HR Manager	Popularization campaign (brochure, electronic and printed materials for popularizing ethical principles). The awareness of the employees will be improved in the final survey (see point 18 AP) in comparison with the state from the survey made in the framework of GAP analysis. The campaign has been already started and despite some delay connected with COVID-19 pandemic, the popularization activities should be finished till the end of 2020 (milestone) and the preliminary evaluation of its activity should be carried out in the first half of 2021. We aim to increase the percentage of staff stating that they are familiar with Code of Conduct from approximately 70 % (initial survey in

				2018 and 2019) to at least 90 % (final survey).
3	[UWB] Train employees in identifying the symptoms of breaches of ethical principles defined by the Code of Conduct and on how to proceed in case of such suspicion.	Q2/2020	UWB HR Manager in cooperation with the Institute of Lifelong Learning and Distance Education	At least 75 UWB employees should be trained. The first round of training has been already carried out and many employees participated in corresponding seminars led by an experienced expert in this field. An e-learning has been also created and is available to all UWB employees at LMS Moodle of Institute of Lifelong Learning and Distance Education. We aim to increase the percentage of staff stating that they are familiar with Code of Conduct from approximately 70 % (initial survey in 2018 and 2019) to at least 90 % (final survey). This indicator is the same as for the closely connected point 2 of Action Plan
4	[UWB] Create a university-wide structure and description of key jobs positions (material for selection procedures and job descriptions)	Q4/2020	UWB HR Manager	The document describing the structure of key positions at UWB has been published on the UWB website in Czech and English. The activities related with the development of this document are underway, its preliminary version should be ready till December 2020 and final approved version till June 2021.
5	[UWB] Translate into English selected documents crucial for job applicants and for current employees.	Q4/2021	UWB HR Manager in cooperation with the Project Centre	Selected documents, mainly the strategic documents and regulations included in this Action Plan, are available on the websites of UWB and University parts in Czech and English. The individual faculties of UWB has already provided list of documents which should be translated. In the case of FE, 6 documents should be translated including 3 which should be prepared in the framework of HR AWARD application (Strategic Plan of FE, methodology for evaluation of research and internal rules for ethics - see points 11, 12 and 14 of AP). Translation of the documents is supported by a project funded from European Social Fund.
6	[UWB, FE] Formulation of OTM-R (Open, Transparent and Merit Based Recruitment) policy applicable to	Q4/2020	UWB HR Manager in cooperation with the Rector; the	OTM-R policy has been authorized and published on the UWB website in English and Czech. FE selection procedures are conducted in compliance with the OTM-R policy. In the meantime

	whole UWB, its authorization and publication in Czech and English language, and its implementation at FE.		Dean on the FE level	between initial application and revised application, UWB made a significant progress in the field of OTM-R policy. The corresponding Rector's Directive prepared in line with Charter and Code is in the final stage of the internal reviewing process and should be finally approved and published till October 2020.
7	[UWB] Embed the principles for selection procedures of academic staff in the internal legislation (especially in the Rules of Selection Procedures for the Recruitment of Academic Staff), as set by the Charter and Code.	Q4/2021	UWB HR Manager	Updated internal legislation complies with the principles of the Charter and Code and has been published on the UWB website in English and Czech. Embedding the principles for selection procedures of academic staff in legislation will be based on new OTM-R policy of UWB (see point 6 of Action Plan) and should be started immediately after the final approval of this policy.
8	[UWB] Prepare training in proper recruitment procedure for the members of selection committees.	Q2/2020	UWB HR Manager in cooperation with the Institute of Lifelong Learning and Distance Education	Content of the training has been created, the training offer has been published on the Lifelong Education Institute website, the selection procedures policy respects the current legislation and the principles of the Charter and Code.
9	[UWB] Train selection committee members in the principles of proper recruitment procedure	Q1/2021	UWB HR Manager in cooperation with the Institute of Lifelong Learning and Distance Education	At least 40 employees, who are commonly members of selection committees, have been trained. In late June 2020, the first of the set of seminars prepared by experienced experts took place. The next seminars should continue in late 2020 and till December 2020, at least 40 UWB employees should participate. The action is closely connected to the point 8 of Action Plan with equivalent indicator.
10	[UWB] Publish all selection procedures for the positions of researchers on EURAXESS in compliance with the OTM-R policy.	Q4/2020	UWB HR Manager	Since autumn 2020, all job vacancies for researchers are being published on EURAXESS in compliance with the OTM-R policy of UWB which should be approved till October 2020 (see AP point 6).
11	[FE] Ensure that the principles of the Charter and the Code are part of	Q4/2020	FE Vice-Dean for Development	FE will prepare its Strategic Plan for the period 2021-2025 in line with the University's Strategic Plan (see AP point

	the FE Strategic Plan for 2021-2025.			1). 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 level of faculty. The preparation of FE Strategic Plan is underway and it should be ready for approval in relevant academic bodies till December 2020.
12	[FE] Create a complex methodology for evaluation of academic staff in the field of research and ensure that this methodology will be systematically used in regular assessing of professional performance of academics.	Q1/2021	FE Vice-Dean for Research	<p>The clear and easy-to-understand methodology will be published on the website of faculty and staff will be trained in this manner. The methodology will be based on the national methodology M17+ but will take into consideration specifics of FE. Very important part of the internal methodology will be establishing of hierarchy of publication outputs with the level of the output corresponding to how prestigious and difficult to reach the given result is. The methodology will be used in the evaluation system in which an complex evaluation is carried out for all academics and researchers with the load of work higher than 0,5 full-time equivalent (20 hours per week).</p> <p>Stress will be laid down on the issue of co-authorship in the new methodology and a detailed analysis of the state-of-the art at FE in this field will be carried out (based on available information such as contributions of individual authors to publications stated in the scientific papers written by staff of FE) as a part of implementation.</p> <p>The first version of the methodology has been already approved. It will be used for evaluation of the results from 2020 (during spring 2021). In the next step, the experiences from the preliminary evaluation will be thoroughly discussed and changes will be applied if needed. Final version should be ready for use and the end of 2021.</p>
13	[FE] Establish positions of senior researchers responsible for research	Q4/2021	FE Vice-Dean for Research	Each early-stage researcher will benefit from the established network of experienced experts in research which

	at the individual departments of FE. These senior researchers will be responsible for training of early-stage researchers as a part of their teaching commitment.			<p>will be supported by a e-learning course containing relevant information including examples of good practice in research (advices how to select suitable journal for publishing or how to prepare response to comments raised by reviewers, etc.).</p> <p>The course will focus also on principles of project administration which was found to be weak point of FE (see GAP analysis point 4). The e-learning course should be finished in summer 2021 and 15 positions of senior researchers (one per each department) responsible for the training of early-stage researchers should be filled till the end of 2021.</p>
14	[FE] Set internal rules for ethics in the pedagogical and psychological research conducted on FE with focus on the protection of research participants.	Q3/2021	FE Vice-Dean for Research	<p>Ethical procedures are governed by Code of Conduct of UWB. However, the Code does not focus sufficiently on the ethical aspects of conducting pedagogical and psychological research (especially among children and adolescents) and no internal rules of FE covering this area exists yet. Clear procedure for ethical approval of planned research proposals will be set and an internal ethics committee overlooking the process will be established. Administrative burden of the process will be held at minimum.</p> <p>Internal rules will be ready for approval by FE Management till June 2021 and the body responsible for their implementation (i.e. FE Ethics Committee) should be established till December 2021. Researchers from all stages will be represented in the Committee. Simultaneously, gender balance will be assured.</p>
15	[FE] Set internal system for appreciation of prestigious scientific results achieved by academic staff of faculty.	Q1/2022	FE Vice-Dean for Research	<p>At the level of UWB, authors of important scientific results (especially publications and patents) are supported by Motivational System of UWB (see GAP analysis point 26). However, this system is not totally suitable for FE, because of authors of many highly-relevant publication outputs in the field of Education can not be supported in its</p>

				<p>framework. An internal system of FE taking into consideration publication habits in Education and based especially on the difficulty of review process leading to the given publication will be established and information about its principles will be disseminate among academic staff of FE.</p> <p>In principle, the system will consist of three components: (1) Dean’s Award for the most original research activity of the year should be awarded to the researcher(s) of the most original contribution opening new horizons for research at FE (for instance, a high-quality publication in a journal with no previous publication experience of FE staff), (2) rewards for the high-level publication outputs according to the new methodology (see point 12 of Action Plan), (3) rewards for prestigious applied outputs, successful cooperation with private sector and international partners, and other results relevant to so called Module 3 of national methodology M17+ for evaluation of research.</p> <p>The preliminary version of the system should be developed till December 2020, first use will be in spring 2021 (for results from 2020). Afterwards, the system will be discussed in detail in FE staff and final version will be ready for use till December 2021. The system will be implemented in full in spring 2022 (for results from 2021) and will be funded directly from FE budget.</p>
16	[FE] Support of the non-discriminatory and gender-balanced environment at FE making work-life balance of employees possible.	Q1/2022	FE Dean	GEAR Tool (Gender Equality in Academia and Research) will be used for analyzing the current state in this field and creation of proposals and measures for increasing gender equality at FE, including determination of indicators for monitoring and evaluation of the success of these measures. A continuous monitoring of the proportion of women and men connected to individual indicators of the FE Strategic Plan will

				<p>be introduced. Motivational tools and training materials will be developed to raise awareness of gender issues among FE staff.</p> <p>Special attention will be paid to the reduction of discrimination based on academic positions which was frequently mentioned in the questionnaire survey (see GAP Analysis point 10) and also to the improvement of working conditions with respect to work-life balance of employees which were criticized in the survey (see GAP analysis point 24). Particularly, we aim to increase flexibility of employment using approaches such as home office or teleworking and to reduce administrative burden. In order to ease return of employees after career break such as parental leave, a specialized counselling for such situations should be established.</p>
17	Increase openness of FE for staff from other universities in the Czech Republic and abroad, research organizations and the application sector. Support for long-term inbound and outbound mobility and participation in international projects.	Q1/2022	Vice-Dean for External Relations and Lifelong Education	All selection procedures will be extensively advertised in order to approach the most suitable candidates. Statistics on the number and origin of the candidates will be implemented and evaluated on a regular basis (since January 2021). Previous mobility (international, intersectoral, etc.) will be explicitly stated as relevant criteria for the selection procedures. The researchers will be motivated for mobility and participation in international projects (see point 15 of Action Plan and the description of the third component of the internal motivational system). Conditions for approval of request for sabbatical leave will be set up and linked to the mobility of employees till end of 2021.
18	[FE] Implementation of a questionnaire survey among FE staff to evaluate the effectiveness of the measures proposed in the Action Plan.	Q3/2022	FE Dean, FE HRS4R Coordinator	Response rate in the survey among FE employees will be at least 50 %. The results will be compared with those obtained in the corresponding survey from early 2019 which was done for the purpose of GAP Analysis. We will aim

				especially on a significant improvement in the fields of project administration, working conditions and non-discrimination (see Action plan points 13 and 16).
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Implementing the principles of Open, Transparent and Merit-Based Recruitment

As part of the collaboration between the 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. 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 FE 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 FE 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 FE strategic plan.

4. Implementation

General overview

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 FE level, the implementation of relevant actions will be managed by the HRS4R coordinator and guaranteed by the Management of the Faculty – the Dean, Vice-Deans. The proposed actions will be implemented by members of the Working Group involving representatives of all groups of researchers (R1 is represented by PhD student elected to the Academic Senate of FPE for the groups of PhD students, R2 by postdoc having substantial experience with representing of this group in different academic bodies, R3 by youngest Associate Professor at FE, and R4 by Professor with highest level of publication outputs according to Czech methodology for evaluation of research quality as well as significant experience from academic bodies). Working Group may be further 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 FE in the Steering Committee. The proposed actions will be implemented in line with the Faculty's Strategic Plan.

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

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 FE level, the members of the Steering Committee are the Dean and Vice-Dean of the Faculty (HR4SR Coordinator will be introduced in February 2020 as Vice-Dean for Research). 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 rest of Faculty management (no less than 2 times a year) during the regular meeting of management. 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?

FE 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 FE levels. Broader engagement of FE employees is expected also by commenting on the new or amended documents (e.g. the Code of Conduct for Recruitment, the OTM-R Policy, internal ethical rules, etc.).

Relevant staff of FE will engage in training of ethics and whistle-blowing, 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 FE 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.

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 has been started 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 Plans of UWB and FE (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 FE.

How will you ensure that the proposed actions are implemented?

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 FE level. Members of the UWB and FE 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 most cases 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 FE 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 Plans of UWB and FE. 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)?

Each action has a specified and approved deadline by which the desired outcome is to be achieved. Working Groups have been/will be nominated with an appointed supervisor responsible for coordination of work. On the UWB level, the Coordinators of the Faculties (HRS4R Faculty Coordinators) will meet at least four times a year with the HR Manager (UWB HR Management) to coordinate the implementation process on the levels of UWB and FE; the supervisor of the Working Group will be invited when necessary. Also, the Steering Committee will be monitoring the performance of the plan twice a year. The monitoring will include the performance of the plan as well as the monitoring of the process and status of the actions before their deadlines so that measures might be adopted in the case of danger to meet the deadlines.

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

As this is the first Action Plan based on the initial GAP Analysis, most of the actions focus on establishing the required environment of procedures and directives, with preparation of training courses if necessary. Each item of the Action Plan has its outcomes defined to establish whether the outcomes have or have not been achieved; the performance of the Action Plan will be jointly monitored by the Working Group, Implementation Committee, and by the Steering Committee. While measurable targets have not been formulated for some of the actions, the current goals are based on the establishment of assumptions toward the inclusion of appropriate measurable targets in future Action Plans.

However, measurable pilot targets have been set for certain actions so that those metrics could be validated in the future as conforming to the intended purpose, allowing us to initiate the assessment of the suitability of their setting and of the proper metrics of those goals.

Additional remarks/comments about the proposed implementation process:

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, parts of the University have registered for the implementation of HRS4R independently. However, the individual 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 Education – 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.