Action plan

Project: HR Excellence in Research of University of Pardubice

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September 2021

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
OPEN SCIENCE				
Aims: To create effective tools for fulfilling the principles of open science and to ensure their use in the publishing strategy at the University of Pardubice.				
1. To formulate the framework, strategy of the University and tools for fulfilling the principles of open science across all scientific disciplines developed at the University, in accordance with the science policy of the Czech Republic.	*GAP (8)*	**2Q-4Q 2022** Preparation Q2 2022 Discussion–approval Q3 2022 Implementation Q4 2022	*Vice-Rector for Research and Development*	Creation of an internal document published on the University web page and intranet (in order to set standards on a long-term basis and in a transparent way for all researchers) Number of information actions on open access organised by the University Library
2. To set up a methodology for determining the share of R&D results published in the open access regime, depending on the type of publication of the result (WOS, SCOPUS, etc.) and publishing practices in individual scientific areas in order to increase the overall share of R&D results published in the open access regime.	*GAP (8)*	**Q3 2022-2023-2025** Preparation Q3 2022 Discussion–approval Q4 2022 Implementation 2023-2025 **Annually at the end of Q2, starting 2023**	*Vice-Rector for Research and Development*	Creation of a methodology (in order to better organise, promote and support publishing in open access) Number and percentage of results published in open access Number of digitalised and openly displayed documents in the University Digital Library
WAGE AND INCENTIVE SYSTEM				
Aims: To strengthen the wage and incentive system towards efficient and novice academic and research staff (further on "faculty staff" or "researchers") and the competitiveness of the environment for researchers from abroad.				
3. Update of faculty guidelines concerning the above-tariff component of wages with an emphasis on strengthening the merit principle in relation to long-term above-average and internationally competitive R&D results with an emphasis on scientifically exceptionally efficient novice researchers.	*GAP (26)*	**2Q-4Q 2021** Preparation Q2 2021 Discussion–approval Q3 2021 Implementation Q4 2021	*Faculties*	Creation of a faculty methodology/faculty directives issued (in order to provide open and transparent information, and to support and strengthen researchers' motivation related to their results)

4.	Innovation of the university-wide strategy of financial motivation of researchers and teams, especially those achieving above-average and internationally competitive R&D results in their scientific fields.	*GAP (26)*	**Q4 2021 – 2Q 2022** Preparation Q4 2021 Discussion–approval Q1 2022 Implementation Q2 2022	*Vice-Rector for Research and Development*	Creation of a strategical internal document (in order to systematically support the most efficient and excellent researchers on a long-term basis) Number of specifically defined and supported excellent researchers and teams
5.	To use financial resources to gradually increase the wage level of researchers (with emphasis on qualitative remuneration criteria) in order to create a competitive environment for researchers from the western part of the EU and economically developed non-European countries and strengthen the internationalization of R&D environment at the University.	*GAP (26)*	**2023-2025** **Annually at the end of Q2, starting 2023**	*Faculties*	Analysis of wage resources and development (growth in % compared to the previous period and the ratio with the western part of the EU and with economically developed non-European countries). An annual economic report issued Existence of an annual budgeting analysis Percentage of wage level increase. Number/percentage/structure of foreign employees in total, and researchers Number of filled postdoc positions, and researchers from abroad
6.	To ensure better awareness of the wage system, criteria and conditions of remuneration and motivational tools introduced at a faculty and workplace.	*GAP (26)*	**Annually in Q4, starting 2021** **2023-2025**	*Faculties* *Vice-Rector for Internal Affairs*	Part of the regular evaluation of employees at the level of workplaces / faculties / departments / institutes. Number of interviews per year Information published on intranet Implementation and analysis of a subsequent HRS4R questionnaire survey Repeated survey conducted Number of respondents

BALANCE OF PEDAGOGICAL AND SCIENTIFIC WORKLOAD
Aims: To ensure a balance of the scope of pedagogical, creative and research activities at individual workplaces with regard to the specifics of individual scientific disciplines and the needs of basic and applied research.

7.	To verify the balance of the scope of pedagogical activities of faculty staff in relation to their functional classification and long-term results of R&D activities.	*GAP (33)*	**Annually in Q4, starting 2021**	*Faculties*	Existence of a faculty analysis/internal document at the level of workplaces / departments / institutes / faculties (in order to balance individually an involvement of each researcher in activities)

8.	Active involvement of the most scientifically efficient researchers in teaching, especially at the level of doctoral and follow-up postgraduate studies.	*GAP (33)*	**2022 Q3**	*Faculties*	Analysis of medium-term personal development of faculty staff at the level of workplaces / faculties / departments / institutes (in order to plan a qualification potential and growth of individuals at particular workplaces, and their involvement in education processes so that younger researchers could benefit from working with experienced researchers) Existence of a faculty analysis/internal document
					Number of R4 involved in teaching in doctoral and master's study programmes

REPRESENTATION IN BODIES

Aims: To strengthen the representation of researchers in information, advisory and decision-making bodies at various levels of management so that, in accordance with the Charter, they can defend and promote their individual and collective interests at a professional level and effectively contribute to the development of University's activities and components.

9.	Analysis of the share of researchers in the total number of faculty staff and their representation in the information, advisory and decision-making bodies of the relevant workplaces.	*GAP (35)*	**Annually at the end of Q2, starting 2022**	*Faculties*	Analysis at the level of faculties (statistical data) (in order to support researchers in their involvement in the academic bodies and sharing their expertise and interests) Existence of an analysis in issued faculties' annual reports
10.	Elaboration and approval of the draft document for the elimination of any identified discrepancies with the wording of the Charter at the level of the faculties concerned according to the previous point.	*GAP (35)*	**2023-2025** Preparation Discussion–approval	*Faculties*	Creation of an internal faculty document (GAP analysis)
11.	Implementation of the of the draft document (see the previous point) and verification of the effectiveness of this implementation.	*GAP (35)*	**2023-2025** Implementation	*Faculties*	Implementation of the document Annual faculty analysis of changes compared to the previous period made at the top faculty management level
12.	Support to internal communication to strengthen awareness among employees about the possibilities of providing feedback and participation in the management and development of University activities and components.	*GAP (35)*	**Annually in Q3, starting 2022** **Annually in Q4, starting 2022**	*Vice-Rector for Internal Affairs* *Faculties*	HR Information events (published e.g. on intranet / number). Part of the regular evaluation of employees at the level of workplaces / departments / institutes/ faculties Number of evaluation interviews per year

INDIVIDUAL DEVELOPMENT				
Aims: Systematic implementation of the plan of individual development of employees and its use in their evaluation, adaptation process of doctoral students, young and novice faculty staff and strengthening the system of regular communication between supervisor and employee.				
13. Elaboration of a draft framework and content form of the plan of individual development of employees, which will be flexible enough to take into account individual qualification levels, field specifics and also specific needs of particular individuals.	*GAP (2, 7, 11, 10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)*	**2022-2025** Preparation Q3-Q4 2022 Discussion-approval-implementation 2023-2025 **Annually in Q2, starting 2022**	*Vice-Rector for Internal Affairs*	Creation of an internal document/methodology and supportive forms (in order to standardise and monitor regular evaluation, educational and personal development processes of each researcher) Analysis of faculty qualification structure Number of newly appointed R4 and R3
14. Developing a software solution of the draft according to the previous point and its pilot verification.	*GAP (2, 7, 11, 10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)*	**Q3 2021 – Q4 2022**	*Vice-Rector for Internal Affairs*	Implementation of the HR SW solution into the University information systems (in order to monitor processes and decrease managerial workload of researchers-supervisors on different managerial levels, and to have transparent information available for individual researchers) Existence of specific HR SW modules - Recruitment and Education modules
15. Creating a university-wide framework for the adaptation process and training in the key competencies of doctoral students, young and novice faculty staff.	*GAP (2, 7, 11, 10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)*	**Q3 2021-Q2 2022** Preparation Q3 2021 Discussion Q4 2021 Approval Q1 2022 Implementation Q2 2022	*Vice-Rector for Internal Affairs*	Update of the adaptation information handbook The University handbook issued and published on intranet (in order to standardise adaptation processes and to provide a transparent system for all new employees)
16. Developing a mentoring system for doctoral students and postdoctoral staff.	*GAP (2, 7, 11, 10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)*	**Q1 2021-Q4 2022** Preparation-discussion Q1 2021 Approval Q2 2021 Implementation Q3 2021 – Q4 2022 **Annually in Q4, starting 2022**	*Vice-Rector for Research and Development*	Creation of an internal document for the mentoring system A methodological handbook on mentoring issued and published on intranet (in order to provide high-standard starting conditions and support for next overall development of this important group of young researchers) Number of mentees trained in a pilot and next mentoring academic years

					Number of mentors involved in mentoring per academic year
17.	Create a plan to strengthen managerial skills in those supervisors who are new to leading positions, taking into account the specifics of individual levels of management (leadership of scientific teams, departments, institutes, faculties, universities), including strengthening knowledge of HR principles and OTM-R policy.	*GAP (2, 7, 11, 10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)*	**Q1 – Q3 2022** Preparation Q1 2022 Discussion-approval Q2 2022 Implementation Q3 2022 **Annually at the end of Q2, starting 2023**	*Vice-Rector for Internal Affairs*	Creation of an internal document/plan (in order to support researchers-supervisors in their managerial duties/tasks and growth for a benefit and development of supervised researchers) Number of supervisors trained in a pilot and next years Number of organised trainings per year
18.	Implementation of individual development plans into University information systems and their use within the regular evaluation of employees and provision of two-way feedback between the manager-supervisor and the employee.	*GAP (2, 7, 11, 10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)*	**2023-2025**	*Vice-Rector for Internal Affairs*	Start of implementation into the University information systems (in order to support to organise and monitor processes, and decrease managerial workload of researchers-supervisors on different managerial levels, and to have transparent record available for individual employee about two-way feedback) Existence of specific HR SW modules Verification of functionality and data in IS Internal control protocol Number of individual plans in the HR SW module
19.	To coordinate the education system and the offer of topics of training in key competencies with the plans of individual development of employees	*GAP (2, 7, 11, 10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)*	**Q3 2021** **Q2 – Q4 2021** Preparation Q2 2021 Discussion Q3 2021 Formulation of the basic offer of education Q4 2021 **Annually at the end of Q2, starting 2023**	*Vice-Rector for Education and Quality*	Existence of specific HR SW modules (in order to help researches to plan educational activities effectively according to their individual development plans and needs) Existence of a database of trainings Number of workshops offered per year Number of trained employees per year

EVALUATION SYSTEM

Aims: To strengthen the evaluation of employees, control and management system and provision of feedback, in line with the individual development plan, the individual performance of activities and the results achieved

20.	Creating a university-wide framework to set out the main principles of evaluation for a system of regular employee evaluation and the provision of two-way feedback, taking into account branch specifics.	*GAP (11, 37, 38)*	**Q1 2022 – 2023-2025** Preparation Q1 2022 Discussion Q2 – Q3 2022 Approval Q4 2022 Implementation 2023-2025	*Vice-Rector for Research and Development*	Creation of an internal methodological document (in order to consistently organise and monitor regular evaluation processes, and to have transparent information available for researchers-supervisors and also for individuals, and also to establish a consistent, structured, and effective two-way feedback)
21.	More intensive use of the already established university-wide information system IS HAP-pi, which provides comprehensive data for the evaluation of faculty staff.	*GAP (11, 37, 38)*	**Q1-Q4 2022** **Annually at the end of Q2, starting Q2 2023**	*Vice-Rector for Research and Development*	Preparation of regular trainings about IS HAP-pi Number of trainings about IS HAP-pi per year Number of trained researchers per year
22.	To strengthen support tools for managers-supervisors so that the implementation of the evaluation process is not administratively demanding for them.	*GAP (11, 37, 38)*	**Q2-Q4 2021** **Q4 2022**	*Vice-Rector for Internal Affairs*	Specification of the role, competencies of HR manager and HRW department within the University and HR processes (in order to support managers/researchers-supervisors in fulfilling their managerial tasks effectively) Existence of specific HR SW modules

AWARENESS AND EDUCATION

Aims: To ensure the continuity of systematic education, training and acquaintance with relevant documents, internal standards and procedures of the University and in R&D&I, regularly updated in connection with the applicable higher legislation, including the adaptation process of novice employees and recruitment.

23.	To incorporate into the educational offer and adaptation process and strengthen awareness in the field: a) research ethics and ethical principles of R&D&I, b) sound research procedures, including the methodology for implementing R&D&I projects, c) open access, d) values and non-discrimination, e) legal protection and intellectual property, f) career counselling, g) authorship and co-authorship, h) new teaching and R&D&I aids and procedures, i) presentation and popularization of R&D&I,	*GAP (2, 3, 4, 5, 7, 8, 10, 30, 31, 32, 33, 34, 38,)*	**Q3 2021 – 2023-2025** **Annually at the end of Q2, starting 2022**	*Vice-Rector for Education and Quality*	Number of information events (including the use of internal electronic communication tools - intranet) Existence of e-learning courses and modules Analysis of the optimisation of the offer of trainings in the HR SW Education module Number of e-learning courses and instructions Number of events/workshops/trainings Number of trained employees

j) the process of filing and handling complaints, k) strategic plans of the University, l) recruitment and OTM-R policies. *(*those areas are listed that explicitly resulted from the GAP analysis and the questionnaire survey related to the principles of the Charter and the Code, except for all other topics that the University already provides in some form, in which it will continue = where we already comply with the Charter and the Code)*				
24. To continuously increase awareness of the above-mentioned issues and processes within the internal electronic information system / intranet.	*GAP (2, 3, 4, 5, 7, 8, 10, 30, 31, 32, 33, 34, 38,)*	**Q3 2021 – 2023-2025**	*Vice-Rector for Education and Quality*	Addition and regular updating of information on the University intranet Existence of specific sub-sections of information provided about HRS4R issues on intranet
25. To emphasize and create conditions for the use of online communication tools (e.g. using Moodle systems and the VEMA training module).	*GAP (2, 3, 4, 5, 7, 8, 10, 30, 31, 32, 33, 34, 38,)*	**Q2 2021 – 2023-2025** **Annually at the end of Q2, starting 2022**	*Vice-Rector for Internal Affairs*	Improving ICT facilities and Information systems Ensuring the update and sustainability of the IS and intranet Existence of the HR SW Education module Number of e-learning courses available Number of trainings/courses (in-house/external) offered per year
PRESENTATION OF R&D&I RESULTS Aims: To improve the coordination of the external presentation of R&D&I results and their popularization and motivate faculty staff to participate in it.				
26. To use more effectively the tools used to popularize the most important R&D&I results, especially towards the youth and public with the use of available media tools. To support the system of coordination and involvement of faculties in popularization activities of university-wide and faculty character (organizationally and financially), including the specification of target groups and used media tools.	*GAP (9)*	**Q2-Q4 2021** **Annually at the end of Q2, starting 2022**	*Vice-Rector for External Relations*	Analysis of used communication tools Preparation-discussion of the coordination system design (in order to support and standardise popularisation and involvement of individual researchers and faculties, and to make communication and presentation tools transparently available for researchers) Number of popularisation events
27. To support and motivate popularization activities.	*GAP (9)*	**Q1-Q2 2022**	*Vice-Rector for External Relations*	Preparation – discussion – compilation of a plan of popularisation activities and involvement of researchers at faculties

				(in order to have a well-planned system and to coordinate activities in balance with researchers' qualities and capacities)
28. To take popularization activities into account in the individual development plan and in the evaluation of individuals while maintaining the dominant weight of the basic or applied research itself.	*GAP (9)*	**Q4 2022** **2023-2025**	*Vice-Rector for External Relations* *Faculties*	To be included in the evaluation criteria and draft individual development plans (frameworks) (in order to motivate researchers to be involved in popularisation activities) Part of the regular evaluation of researchers at the level of workplaces / departments / institutes / faculties Number of evaluation interviews per year
29. To provide support in acquiring communication skills for the presentation of R&D&I activities and their popularization.	*GAP (9)*	**2023-2025**	*Vice-Rector for External Relations*	Existence of an offer of training courses Number of training events Number of researchers trained
GENDER BALANCE Aims: Strategies for maintaining a representative gender balance in the long term.				
30. Regular analysis of gender representation at all management levels of the University.	*GAP (27)*	**Annually at the end of Q2, starting 2022**	*Vice-Rector for Internal Affairs*	Annual data analysis Number/percentage of women in staff structure according to different criteria (position, category, age, qualification, faculty, supervision, mentoring system, research teams etc.)
31. Embedding the requirement for gender balance in the provisions of the selection committee for recruitment according to OTM-R policies in the Rules of the Selection Procedure.	*GAP (27)*	**Q1-Q4 2022** Preparation Q1 2022 Discussion Q2 2022 Approval of the internal document Q4 2022	*Vice-Rector for Internal Affairs*	Update of the internal document - the Rules of the Selection Procedure Publishing the updated document RSP on the University web page and intranet
32. Taking into account the International Evaluation Panel´s recommendations on the issue of gender balance in the update of the University´s strategic documents	*GAP (27)*	**Q2-Q4 2021** **Q3 2021** **Q2-Q4 2021**	*Vice-Rector for Research and Development*	Implementation of the new Strategic Development Plan 2021+ Publishing of the Strategic Plan on the University web and intranet Preparation of the draft document of the Gender Equality Plan

RECRUITMENT AND OTM-R POLICIES

Aims: Unification of rules across the University for organized selection procedures and recruitment, especially with regard to compliance with legal requirements, the Charter, the Code, OTM-R policies and centrally managed records and ensuring follow-up adaptation processes.

33.	To define the OTM-R policy of the UP	GAP (12, 13)	**2023-2025** Preparation Discussion Approval Publication of the document	Vice-Rector for Internal Affairs	Creation of the internal document – OTM-R Policy Existence and publishing of a methodological handbook on selection procedures, including on intranet
34.	Update of the Rules of the Selection Procedures, including the provision that it will be used by analogy to govern the process of recruiting new staff for scientific positions.	GAP (12)	**Q1-Q4 2022** Preparation Q1 2022 Discussion Q2 2022 Approval of the internal document Q4 2022	Vice-Rector for Internal Affairs	Update of the internal document - the Rules of Selection Procedure (see the above point 31)
35.	Selection procedures for faculty staff will be announced in Czech and English languages so that it is not discriminatory against applicants from abroad and is open to them transparently, with more intensive use of relevant advertising portals, including foreign ones, with regard to the specifics of individual disciplines.	GAP (12, 13, 14, 15)	**Annually at the end of Q2, starting 2022**	Faculties	Number of staff recruitments/selection procedures publicly announced per year Percentage of recruitments/selection procedures conducted in English language per year Number of portals used for posting
36.	To design a control and support mechanism to ensure that advertisements for the vacant positions contain the necessary information and requirements, taking into account non-discrimination issues.	GAP (12, 13, 14, 15)	**Q2-Q3 2022** Preparation-discussion Q2 2022 Approval-implementation of the draft mechanism and templates Q3 2022	Vice-Rector for Internal Affairs	Existence of a methodological handbook for recruitment
37.	Implementation of the "Selection Procedures" module within the University information systems.	GAP (12, 13, 14, 15)	**Q3 2021-Q4 2022** Preparation Q3-Q4 2021 Discussion Q1 2022 Full implementation of the module Q2-Q4 2022	Vice-Rector for Internal Affairs	Existence of a specific HR SW module to be used as a supportive tool also for selection procedures
38.	Specification of the methodological and coordination role of the Personnel and Payroll Department and HR manager within the HR and OTMR policy of the University.	GAP (11, 25, 36)	**Q3-Q4 2021**	Vice-Rector for Internal Affairs	Specification of the role, competencies of HR manager and the Personnel and Payroll Department within the University and HR processes

				(in order to support managers/researchers-supervisors in selection committees in fulfilling their tasks in recruitments effectively)
39. Information on OTM-R policy and other staff recruitment procedures will be included in the system of adaptation process of those supervisors who are new at managing positions and participate in competitions and recruitment	*GAP (12, 13, 14, 15)*	**2023-2025** **Annually at the end of Q2 starting 2023-2025**	*Vice-Rector for Internal Affairs*	Existence of a methodological handbook for recruitment Existence of the specific HR SW module Number of trained employees/supervisors participating in recruitment per year
40. To revise and update the Rules of the Selection Procedure to include: a) e-recruitment options and procedures, b) basic requirements for procedures and methods of advertising vacancies and their publication in Czech and English languages, c) recommended elements from the tool set (e-toolkit) when announcing the faculty staff recruitment,, d) clarification of the provisions concerning the recruitment and appointment of selection committees, e) requirements for the composition of selection committees with regard to gender balance, age structures and the competence of their members. *(**based on the OTM-R checklist, what we have not explicitly defined in the currently amended version against the Code)*	*GAP (10, 13, 14, 15, 16)*	**Q4 2021 – 2023-2025** Revision of the RSP Q4 2021 Discussion and approval of the updated document Q4 2022 Implementation of the document 2023-2025 **Annually at the end of Q2 starting 2023-2025**	*Vice-Rector for Internal Affairs*	Creation of an updated internal document Publishing of the updated document The Rules of Selection Procedure on the University web page and intranet Existence of the specific HR SW module to be used as a supportive tool also for selection procedures Existence of a methodological handbook for recruitment Number of trained employees/supervisors participating in recruitment per year Percentage of recruitment processes managed by e-tool Analysis of qualification structure of the faculty staff, including from abroad Number/percentage/structure of foreign employees in total, and researchers Number of filled postdoc positions, and researchers from abroad