

Action Plan

Project: HR Excellence in Research of University Pardubice

Reg. No.: CZ.02.2.69/0.0/0.0/18_054/0014620

December 2020



EVROPSKÁ UNIE
Evropské strukturální a investiční fondy
Operační program Výzkum, vývoj a vzdělávání



MINISTERSTVO ŠKOLSTVÍ,
MLÁDEŽE A TĚLOVÝCHOVY

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 UPa.				
1. To formulate the framework, strategy of the UPa and tools for fulfilling the principles of open science across all scientific disciplines developed at the UPa, in accordance with the science policy of the Czech Republic.	GAP (8)	2021 Q4	Vice-Rector for Research and Development	Preparation - discussion - approval - implementation of the draft document
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)	2023-2025	Vice-Rector for Research and Development	A methodology set up.
WAGE AND INCENTIVE SYSTEM				
Aims: To strengthen the wage and incentive system towards efficient and novice ARS and the competitiveness of the environment for ARS 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 ARS.	GAP (26)	2021 Q4	Faculties	Preparation - discussion - approval - implementation of updated guidelines
4. Innovation of the university-wide strategy of financial motivation of ARS and teams, especially those achieving above-average and internationally competitive R&D results in their scientific fields.	GAP (26)	2022 Q2	Vice-Rector for Research and Development	Preparation - discussion - approval - implementation of the draft document



5.	To use financial resources to gradually increase the wage level of ARS (with emphasis on qualitative remuneration criteria) in order to create a competitive environment for ARS from the western part of the EU and economically developed non-European countries and strengthen the internationalization of R&D environment at the UPa.	GAP (26)	2023-2025	Faculties	Analysis of ARS wage resources (growth in % compared to the previous period and the ratio with the western part of the EU and with economically developed non-European countries).
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)	2021 Q4 2023-2025	Faculties Vice-Rector for Internal Affairs	Part of the regular evaluation of ARS at the level of workplaces / faculties / departments / institutes. Implementation and analysis of a subsequent HRS4R questionnaire survey
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 ARS in relation to their functional classification and long-term results of R&D activities.	GAP (33)	2021 Q4	Faculties	Analysis / evaluation at the level of workplaces / faculties / departments / institutes / (statistical data)
8.	Active involvement of the most scientifically efficient ARS 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 ARS at the level of workplaces / faculties / departments / institutes
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 UPa's activities and components.					
9.	Analysis of the degree of the share of researchers in the total number of ARS and their representation in the information, advisory and decision-making bodies of the relevant workplaces.	GAP (35)	2022 Q1	Faculties	Analysis at the level of faculties (statistical data)
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)	2022 Q4	Faculties	Preparation – discussion – approval – implementation of the draft document at the level of the faculties concerned



11. Implementation of the draft, see the previous point, and verification of the effectiveness of this implementation.	<i>GAP (35)</i>	2023-2025	<i>Faculties</i>	Implementation of the draft Verification / analysis of changes compared to D1
12. Support to internal communication to strengthen awareness among employees about the possibilities of providing feedback and participation in the management and development of UPa activities and components.	<i>GAP (35)</i>	2021 Q4 2022 Q2	<i>Vice-Rector for Internal Affairs</i> <i>Faculties</i>	HR Information events (published e.g. on intranet / number). Part of the regular evaluation of ARS at the level of workplaces / faculties / departments / institutes
INDIVIDUAL DEVELOPMENT				
Aims: Systematic implementation of the plan of individual development of ARS and its use in the evaluation of ARS, adaptation process of DSP, young ARS and novice ARS and strengthening the system of regular communication between manager and employee.				
13. Elaboration of a draft framework and content form of the plan of individual development of ARS, which will be flexible enough to take into account individual qualification levels, field specifics and also individual needs of particular ARS.	<i>GAP (2, 7, 11, 10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)</i>	2022 Q4	<i>Vice-Rector for Internal Affairs</i>	Preparation – discussion – approval – implementation of the draft document
14. Developing a software solution of the draft according to the previous point and its pilot verification.	<i>GAP (2, 7, 11, 10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)</i>	2023-2025	<i>Vice-Rector for Internal Affairs</i>	Implementation of the SW solution into the UPa information systems
15. Creating a university-wide framework for the adaptation process and training in the key competencies of DSPs, young ARS and novice ARS.	<i>GAP (2, 7, 11, 10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)</i>	2022 Q2 2022 Q4	<i>Vice-Rector for Internal Affairs</i> <i>Vice-Rector for Internal Affairs</i>	Preparation – discussion – approval – implementation of the draft document Update of the adaptation info brochure
16. Developing a mentoring system for DSP students and postdoctoral staff.	<i>GAP (2, 7, 11, 10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)</i>	2021 Q2	<i>Vice-Rector for Research and Development</i>	Preparation – discussion – approval – implementation of the draft document



17. Create a plan to strengthen managerial skills in those ARS 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)	2022 Q3	Vice-Rector for Internal Affairs	Preparation – discussion – approval – implementation of the draft document/plan
18. Implementation of individual ARS development plans into UP information systems and their use within the regular evaluation of employees and provision of two-way feedback between the manager and the employee.	GAP (2, 7, 11, 10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)	2023-2025 2023-2025	Vice-Rector for Internal Affairs	Start of implementation into IS Verification of functionality and data in IS (internal control protocol)
19. To coordinate the education system and the offer of topics of ARS 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)	2021 Q3 2021 Q4	Vice-Rector for Education and Quality Vice-Rector for Education and Quality	Use of the IS Education Portal (statistical data) Preparation – discussion – formulation of the basic offer of education
EVALUATION SYSTEM Aims: To strengthen the ARS evaluation, 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 ARS evaluation for a system of regular employee evaluation and the provision of two-way feedback, taking into account branch specifics.	GAP (11, 37, 38)	2023-2025	Vice-Rector for Research and Development	Preparation – discussion – approval – implementation of the draft document
21. More intensive use of the already established university-wide information system HAP-pi, which provides comprehensive data for the evaluation of ARS.	GAP (11, 37, 38)	2022 Q4	Vice-Rector for Research and Development	Implementation of training in IS HaP-pi Number of information events
22. To strengthen support tools for managers so that the implementation of the evaluation process is not administratively demanding for them.	GAP (11, 37, 38)	2021 Q2 2022 Q4	Vice-Rector for Internal Affairs Vice-Rector for Internal Affairs	Specification of the role, competencies of HR manager and WHR within the UPa and HR processes IS updates and ICT support
AWARENESS AND EDUCATION Aims: To ensure the continuity of systematic education, training and acquaintance with relevant documents, internal standards and procedures of UPa and R&D&I, regularly updated in connection with the applicable higher legislation, including the adaptation process of novice ARS and recruitment.				



<p>23. To incorporate into the educational offer and adaptation process and strengthen awareness in the field:</p> <p>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, j) the process of filing and handling complaints, k) strategic plans of the UPa, l) recruitment and OTM-R policies. <i>(*those areas are listed that explicitly resulted from the GAP and the questionnaire survey related to the principles of the Charter and the Code, except for all other topics that the UPa already provides in some form, in which it will continue = where we already comply with the Charter and the Code)</i></p>	<p>GAP (2, 3, 4, 5, 7, 8, 38, 10, 30, 31, 32, 33, 34)</p>	<p>2022 Q1</p> <p>2022 Q3</p>	<p><i>Vice-Rector for Education and Quality</i></p> <p><i>Vice-Rector for Education and Quality</i></p>	<p>Number of information events (including the use of internal electronic communication tools - intranet)</p> <p>Analysis of the optimization of the offer in the IS Education Portal</p> <p>Number of implemented trainings</p>
<p>24. To continuously increase awareness of the above-mentioned issues and processes within the internal electronic information system / intranet.</p>	<p>GAP (2, 3, 4, 5, 7, 8, 38, 10, 30, 31, 32, 33, 34)</p>	<p>2021 Q3</p>	<p><i>Vice-Rector for Education and Quality</i></p>	<p>Addition and regular updating of information on the UPa intranet</p>
<p>25. To emphasize and create conditions for the use of online communication tools (e.g. using Moodle systems and the VEMA training module).</p>	<p>GAP (2, 3, 4, 5, 7, 8, 38, 10, 30, 31, 32, 33, 34)</p>	<p>2023-2025</p>	<p><i>Vice-Rector for Education and Quality</i></p>	<p>Improving ICT facilities and IS</p> <p>Ensuring the update and sustainability of the IS and intranet</p>
<p>PRESENTATION OF R&D&I RESULTS</p> <p>Aims: To improve the coordination of the external presentation of R&D&I results and their popularization and motivate ADR to participate in it.</p>				



26. To use more effectively the tools used to popularize the most important R&D&I results at the UPa, especially towards the 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)	2021 Q4	Vice-Rector for External Relations	Analysis of used communication tools Number of popularization events Preparation-discussion of the coordination system design
27. To support and motivate popularization activities.	GAP (9)	2021 Q3	Vice-Rector for External Relations	Preparation – discussion – compilation of a plan of popularization activities and involvement of ARS at faculties
28. To take popularization activities into account in the individual development plan and in the evaluation of ARS while maintaining the dominant weight of the basic or applied research itself.	GAP (9)	2022 Q4 2023-2025	Vice-Rector for External Relations Faculties	To be included in the evaluation criteria and draft individual development plans (frameworks) Part of the regular evaluation of ARS at the level of workplaces / faculties / departments / institutes
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	To be included in the training system Number of training and development events
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 UPa.	GAP (27)	2022 Q1	Vice-Rector for Internal Affairs	Annual data analysis
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)	2022 Q2	Vice-Rector for Internal Affairs	Update of the RSP
32. Taking into account the IEP (International Evaluation Panel) recommendations on the issue of gender balance in the update of the SP	GAP (27)	2021 Q4	Vice-Rector for Research and Development	Implementation and evaluation of the Strategic Plane (SP) update
RECRUITMENT AND OTM-R POLICIES Aims: Unification of rules across the UPa 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 UPa	GAP (12, 13)	2023-2025	Vice-Rector for Internal Affairs	Preparation – discussion – approval – publication of the document
34. Update of the RSP, including the provision that it will be used by analogy to govern the process of recruiting new staff for scientific positions.	GAP (12)	2022 Q4	Vice-Rector for Internal Affairs	Preparation – discussion – approval – implementation of the draft document
35. Selection procedures for ARS will be announced in Czech and English 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)	2021 Q3	Faculties	Selection procedures announced Method / places of advertising
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)	2022 Q3	Vice-Rector for Internal Affairs	Preparation – discussion – approval – implementation of the draft mechanism and templates
37. Implementation of the "Selection Procedures" module within the UPa information systems.	GAP (12, 13, 14, 15)	2022 Q4	Vice-Rector for Internal Affairs	Preparation – discussion – approval – implementation of the draft IS module
38. Specification of the methodological and coordination role of WHR and HR manager within the HR and OTMR policy of UPa.	GAP (11, 25, 36)	2021 Q2	Vice-Rector for Internal Affairs	Specification of the role, competencies of HR manager and WHR within the UPa and HR processes
39. Information on OTM-R policy and other staff recruitment procedures will be included in the system of adaptation process of those ARS who are new at managing positions and participate in competitions and recruitment	GAP (12, 13, 14, 15)	2022 Q3	Vice-Rector for Internal Affairs	Offer of training Number of participants IS Education Portal
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, c) recommended elements from the tool set (e-toolkit) when announcing the SPs for ARS recruitment,	GAP (10, 13, 14, 15, 16)	2021 Q4 2021 Q4 2021 Q4	Vice-Rector for Internal Affairs Vice-Rector for Internal Affairs Vice-Rector for Internal Affairs	Revision and proposal of the RSP update Discussion and approval of the document Implementation of the document



<p>d) clarification of the provisions concerning the recruitment and appointment of selection committees,</p> <p>e) requirements for the composition of selection committees with regard to gender balance, age structures and the competence of their members.</p> <p><i>(**based on the OTM-R checklist, what we have not explicitly defined in the currently amended version against the Code)</i></p>				
---	--	--	--	--

