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How do you know?

Important message to institutions:

Site Visits: All HRS4R in-house audits planned for 2021 will be conducted remotely with the consent of the host institution. Should your institution be at renewal stage, once you submit your self-assessment online via the e-tool, the EC will be in contact with you to set a date for the remote visit together with a panel of independent experts. Should the institution prefer a classic on-site visit, the audit will be postponed. Meanwhile, institutions involved in the process can continue using the HR Excellence in research award.

Implementation Phase Interim Assessment - EC Consensus Report**Case number:** 2018CZ354372**Name Organisation under assessment:** Tomas Bata University in Zlin, University Institute**Submission date of the Interim Assessment Internal Review:** 16/03/2021**Submission date:** 18/05/2021**Quality assessment**

The quality assessment evaluates the level of ambition and the quality of progress intended by the organisation.

If any statements have prompted a "no" or "partly" in the evaluation, please provide recommendations:

YES / NO / PARTLY Recommendations

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YES / NO / PARTLY **Recommendations** How do you know?

Has the organisational information been sufficiently updated to understand the context in which the HR Strategy is implemented? Yes

Does the narrative provided list goals and objectives which clearly indicate the organisation's priorities in HR-management for researchers? Yes

Has the organisation published an updated HR Strategy and Action Plan been updated with the actions' current status, additions and/or modifications? Yes

Is the implementation of the HR strategy and Action Plan sufficiently embedded within the organisation's management structure (e.g. steering committee, operational responsibilities) so as to guarantee a solid implementation? Yes

Has the organisation developed an OTM-R policy? Yes

Strengths and weaknesses

On the basis of the information submitted and taking into account the organisation's national research context, how would you as an assessor judge the HR Strategy's **strengths and weaknesses?** (maximum 1000 words)

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Strengths:

Since 2018, the university has been implementing the Action Plan according to a defined timetable. The commitment of the individuals and groups responsible for implementation is evident in the various stages. The whole process is monitored and well documented. The direct involvement of the authorities is worth highlighting. The HR strategy was based on sub-objectives and then implemented in 8 identified areas. Additional guidelines and procedures have been developed to facilitate the implementation process. All actions are in line with the 40 principles of the Charter. The identification of target groups was carried out very professionally. Support for the internationalisation process was highlighted. Separate tasks (a.5 and a7) are directly related to OTMR. The Employee Handbook is available (also for external users), which is a great help in the recruitment process.

In addition, the unit has been assessed during two detailed external evaluations of the strategic management system and research development. Recommendations from these evaluations were also applied in the Action Plan, which was updated and new tasks were introduced. A strong point is the high scientific potential of the CSU staff, who have the opportunity for continuous development thanks to the conditions created by the university.

Weaknesses:

The weak point is the vertical communication within the institution, which needs continuous improvement. The unit recognises this need and is implementing corrective actions - but this takes time. The weaknesses identified with regard to the differences in employment and remuneration practices are very often the result of external (national) circumstances and are not within the direct control of the unit.

If relevant, please provide suggestions for modifications or revisions to the (updated) HR strategy: (maximum 2000 words)

All HR strategy documents are clearly visible and accessible to external users. The attached interim assessment files are screenshots from the Euraxess dashboard and have poor graphic quality - needs technical improvement.

Pandemic shows how important it is to make research results open and available to the public. And of course how important is to communicate to the public (in a friendly and understandable way) what researchers do. There is a lack of task concerning wide dissemination of scientific research in open access in relation to the Principle - Public engagement. It is worth including in the next modified Action Plan.

During the transition period special conditions apply:

Institutions having started the HRS4R implementation prior to the publication of the OTM-R toolkit and recommendations by the European Commission (2015) may not have prioritised actions implementing the OTM-R principles yet. In this case, they should not be penalised but strong recommendations should be made to address these principles appropriately.

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At this point of the INTERIM assessment, the institution does not jeopardise maintaining the HR award. Nevertheless, the institution is advised to take into account the comments and recommendations of the assessors to meet all assessment criteria at the next assessment (in 36 months).

Recommendations

Which of the below situations describes the organisation's progress most accurately? Tick the right situation and add comments/general recommendations accordingly.

HRS4R embedded



HRS4R embedded, corrective actions needed



HRS4R embedded, strong corrective actions needed



Additional comments *

The unit has applied all early recommendations identified by the assessors and has made progress in the last 3 years. The pursuit of excellence is a process and the institution is taking steps in it. The objectives set are ambitious.

Explanation

- **HRS4R embedded:** The organisation is progressing with appropriate and quality actions as described in its Action Plan. **There is evidence that the HRS4R is further embedded.**

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- **HRS4R embedded, corrective actions needed:** The organisation is, for the most part, progressing with appropriate and quality actions as described in its Action Plan, but could benefit from alterations as advised through the Assessment process. **There is some evidence that the HRS4R is further embedded.**
- **HRS4R embedded, strong corrective actions needed:** The organisation is not deemed to be implementing appropriate and quality actions and this raises some concern for the future efforts to implement actions closely aligned to the Charter and Code. **There is a lack of evidence that the HRS4R is further embedded.**

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