

An official EU website

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.

Internal Review

Case number: 2018CZ354372**Name Organisation under review:** Tomas Bata University in Zlin, University Institute**Organisation's contact details:** Nad Ovčírnou 3685, Zlin, 760 01

1. Organisational Information

*Please provide an update of the key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	79,78
Of whom are international (i.e. foreign nationality) *	28,53
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	28,22
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	12,81
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	58,98
Of whom are stage R1 = in most organisations corresponding with doctoral level *	7,67

Official EU site STAFF & STUDENTS	FTE	How do you know?
Total number of students (if relevant) *	61	
Total number of staff (including management, administrative, teaching and research staff) *	106,21	
RESEARCH FUNDING (figures for most recent fiscal year)	€	
Total annual organisational budget	5509 549	
Annual organisational direct government funding (designated for research)	1977 710	
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2043 203	
Annual funding from private, non-government sources, designated for research	413 944	

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

The University Institute (UNI) was established pursuant to the Decision No. 2 taken by Academic Senate of Tomas Bata University in Zlín (TBU) on 24 June 2003.

Regarding its legal status, it is a university department - component part of a public higher education institution, namely TBU.

In compliance with TBU Statute, Article 3, UNI carries out technology transfer, educational, scientific, research, development and other creative activities.

The organizational structure of UNI involves Centre of Polymer Systems (CPS) , Technology Transfer Centre (TTC) , Footwear Research Centre (FRC) and other specialized component parts established in accordance with the needs related to the performance of activities of the UNI.

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Note: Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.



Strengths and Weaknesses (Initial Phase)

A/ Ethical and Professional Aspects

UNI/CPS is an integral part of the Tomas Bata University (TBU) structure with specific focus on research and development and technology transfer activities according to the entrepreneurial oriented university strategy. The legal status of UNI/CPS is defined in TBU internal rules.

Strengths:

UNI/CPS is highly professionally oriented university component part with excellent equipment and personal infrastructure corresponding with relevant research in the field of macromolecular chemistry, material engineering and other related areas. The UNI/CPS activities are primarily based on implementation of R&D projects that support creative activities of the researchers involved. The working environment is open for external partners (other research organizations and private companies) to follow their needs. Technology Transfer Centre is one of the key departments of UNI/CPS that enhances results dissemination and subsequent UNI/CPS competitiveness and professional level. Marketing and communication activities are considered an important part of the UNI/CPS role. The UNI/CPS strategy considering specific conditions of evaluation and motivation system is fully supported by the top management of the university.

Furthermore, UNI/CPS, tries to maintain the general and basic rules of a research institute that follows the following ethical & professional aspects, such as:

Honesty: concerning honesty in research UNI/CPS researchers do their your best in order to keep honesty in all scientific communications. They tried to prepare their data analysis for report presentation, results, methods and procedures, and publication status honestly. Therefore, at UNI/CPS there develop a quality interpersonal relations, that enable researchers to react flexibly to the requirements of the practice and the labour market through EURAXXES.

Integrity: UNI/CPS always try to keep its promises concerning research facility and opportunity for appropriate R&D infrastructure facilities specially in the field of Polymer and material science.

Openness: UNI/CPS researchers get the opportunity to share their data, results, new innovative research ideas for further development.

Respect for Intellectual Property: At UNI/CPS work culture, there is a system for Honor patents, copyrights, and other forms of intellectual property. UNI/CPS researchers never use their unpublished data or results without permission. They always give proper acknowledgement to the funding and granting agencies for all kinds of contributions (financial and non-financial) to do their research.

Confidentiality: UNI/CPS always attempts to uphold the system of protect confidential communications, such as papers or grants submitted for publication, personnel records, and patient records.

Publication: UNI/CPS researchers are directed and supervised to publish their work in order to acquire the advance knowledge in their respective fields and improve their career through obtaining scientific reward and international scholarships

Responsible Supervision: At UNI/CPS the supervisors are take sufficient care for their students in order to help them concerning education especially for the Foreign students (who are new and not acquainted with EU work culture) assist for their welfare and allow them to make their own decisions. An official EU website How do you know?

Respect for colleagues at UNI/CPS is a part of common politeness matter among the staff members irrespective of their position and educational background. UNI/CPS members always greet their respect your colleagues and treat them fairly.

Non-Discrimination: UNI/CPS members strongly avoid discrimination against colleagues or students on the basis of sex, race, ethnicity, or other factors not related to scientific competence and integrity.

Weaknesses:

According to the Higher Education Act, researchers employed at a university department (UNI/CPS) do not have the same rights as academic employees at regular faculties (e.g. number of days off, academic senate existence). Most of the associated TBU internal rules and regulations are designed primarily for faculties and their academic staff. This leads to communication unclearness and low togetherness of the UNI/CPS researchers with the mission and strategic goals of the unit as well as with internal rules and regulations of TBU.

The most evident gaps were found in vertical communication level, formalization of the processes that are often implemented according to the standards, however, not fully formalized and introduced to all team members (process owner definition, responsibility, data processing, evaluation system). Specifications of individual R&D projects can sometimes limit the cooperation among researchers from various research groups. Regulations given by the national legislative related to purchasing of material and services for R&D purposes significantly complicate the R&D progress and thus reduce motivation of the researchers. In addition, beside the above stated weakness it includes networking gaps and deficiencies due to its existence within the low performing Member States, i.e. convergence region. In long-term perspective, rarely inappropriate structure of research and development is carried out at TBU. The revenues from cooperation contracts with the production and business spheres are expected to be higher.

Strengths and Weaknesses (Interim Assessment)

A/ Ethical and Professional Aspects

UNI/CPS is an integral part of the Tomas Bata University (TBU) structure with specific focus on research and development and technology transfer activities according to the entrepreneurial oriented university strategy. The legal status of UNI/CPS is defined in TBU internal rules.

Strengths:

UNI/CPS is highly professionally oriented university component part with excellent equipment and personal infrastructure corresponding with relevant research in the field of macromolecular chemistry, material engineering and other related areas. The UNI/CPS activities are primarily based on implementation of R&D projects that support creative activities of the researchers involved. The working environment is

An open for external partners (other research organizations and private companies) to follow their needs. Technology Transfer Centre is one of the key departments of UNI/CPS that enhances results dissemination and subsequent UNI/CPS competitiveness and professional level. Marketing and communication activities are considered an important part of the UNI/CPS role. The UNI/CPS strategy considering specific conditions of evaluation and motivation system is fully supported by the top management of the university.

Furthermore, UNI/CPS, tries to maintain the general and basic rules of a research institute that follows the following ethical & professional aspects, such as: honesty, integrity, openness, respect for intellectual property, confidentiality, responsible supervision, respect for colleagues, non-discrimination.

Weaknesses:

According to the Higher Education Act, researchers employed at a university department (UNI/CPS) do not have the same rights as academic employees at regular faculties (e.g. number of days off, academic senate existence). Most of the associated TBU internal rules and regulations are designed primarily for faculties and their academic staff. This leads to communication unclearness and low togetherness of the UNI/CPS researchers with the mission and strategic goals of the unit as well as with internal rules and regulations of TBU.

The most evident gaps were found in vertical communication level, formalization of the processes that are often implemented according to the standards, however, not fully formalized and introduced to all team members (process owner definition, responsibility, data processing, evaluation system). Specifications of individual R&D projects can sometimes limit the cooperation among researchers from various research groups. Regulations given by the national legislative related to purchasing of material and services for R&D purposes significantly complicate the R&D progress and thus reduce motivation of the researchers. In addition, beside the above stated weakness it includes networking gaps and deficiencies due to its existence within the low performing Member States, i.e. convergence region. In long-term perspective, rarely inappropriate structure of research and development is carried out at TBU. The revenues from cooperation contracts with the production and business spheres are expected to be higher.

Remarks (max 500 words)

The standing of UNI/CPS as an integral part of TBU's internal structure is stable and its strengths support the further development of the research centre. In order to create a fair working environment for researchers, a document was produced; entitled UNI/CPS Code of Ethics, SŘ/01/2020 – Director Guideline – UNI Code of Ethics (AP measure #2), it is based on the TBU Code of Ethics and the principles of the European Charter and Code (EC&C).

The UNI/CPS senior management pays attention to the conditions of the researchers' work in such a way that they are comparable to the academic staff. The implementation of the HRS4R makes a significant contribution to the positive improvement of the researcher status both within UNI/CPS and across the TBU. A researcher career system document was also developed (SŘ/05/2020 Director's Guideline- Researcher career development at UNI research centres), specifying the conditions for the professional and career development of

An official EU website

researchers at UNI/CPS or at TBU (AP measure #10). During interviews (researcher's work evaluation), possibilities of shifting toward either academic activities (teaching) or research activities (career advancement) are discussed with each of the researchers. To this end, an information system (IS HAP) has been sourced and implemented for the evaluation of researchers and academics ((www.ishap.utb.cz). How do you know?

In the context of the researchers' poor awareness of the mission, vision and strategy of UNI/CPS, a document is under development as part of the Action Plan to cover the UNI/CPS mission, vision and strategic goals – SŘ/02/2020 Director's Guideline: Strategic management of CPS (AP measure #1); forms are also set out of how researchers will be informed on those strategic documents. The risk is that there is currently a multitude of goals with respect of implementation of HRS4R, which requires a lot of time and energy. There is a need to avoid any rush and ensure that the goals/measures are gradually achieved, on a step by step basis.

After the sustainability period ended for the Centre of Polymer Systems project (CZ.1.05/2.1.00/03.0111) in June 2020, the structure of research groups was reorganized on the basis of the current priorities defined in national strategy documents (<https://www.mpo.cz/en/business/ris3-strategy/>, <https://www.countryforfuture.com/en/>). Consequently, the number of research groups was reduced from 8 to 6 directions of research. The advantage of this restructuring is to strengthen performance, provide links on the basis of the relevance of the themes (synergies), refocus to the societal demands (sources of funding) and improve communication. Guarantors have been identified for each research direction; the task is to oversee the level of expertise in the respective line of research. The other management competencies are defined by the Statute of TBU in Zlín and the Statute of the University Institute.

In order to improve communication among researchers from the respective research directions and between researchers and other members of TBU staff, a proposal is being prepared for setting up communication platforms (AP measures #13 and #14). A number of training sessions (hard skills, soft skills), implemented as part of the HRS4R implementation, have also contributed to improving communication.



Strengths and Weaknesses (Initial Phase)

B/ Recruitment and selection

UNI/CPS recruitment strategy is based on performance of the researches and their professional specialization. Selection procedure is implemented according to the internal rules of TBU.

Strengths:

UNI/CPS is an international research unit that focuses its recruitment policy on both Czech and foreign candidates, thus the current level of inbreeding is low. Mobility activities of the researchers are supported and considered an important part of the researcher's professional development. Implementation of the doctoral and postdoctoral programme ensures optimal composition of the research teams.

Furthermore, beside the above stated strengths it includes also the following aspects. Such as:

Accreditation of new doctoral programmes in English; increasing the number of students' interest in doctoral programmes. This condition is supporting the creation of further positions for R&D staff, recruitment of international employees with flexible working environment. Where UNI/CPS, strives for creating research centers in agreement with the defined priorities. On the other hand, UNI/CPS always try to maintain the following common steps while recruiting and selecting new candidates. These are as follows:

Fairness: From the fairness point of view, UNI/CPS strive to avoid biasness during the recruitment and selection procedure. On the other hand, confidentiality of personal data is highly maintained that may affect research.

Integrity: UNI/CPS's recruitment policy always try to keep its promises concerning the process of finding and hiring the best person fit for that job in a timely and cost effective manner.

Legality: From the legal matters point of view, UNI/CPS, follow all the rules and regulations of TBU's Scientific statutory and Higher Education Act of the Czech Republic and obey the relevant laws as well as institutional and governmental policies during the recruitment process.

Non-Discrimination: UNI/CPS members strongly avoid discrimination against colleagues or students on the basis of sex, race, ethnicity, or other factors not related to scientific competence and integrity during recruitment procedure. Gender balance.

Weaknesses:

Open positions are advertised according to the university standards. However, the advertising extent for job, postdoc and PhD student positions was identified as insufficient from the viewpoint of the amount and quality of the candidates. The selection procedures are not internally discussed. UNI/CPS researchers are not well acquainted with these procedures. Career development is not clearly defined and

An official EU website

discussed due to specific conditions of UNI/CPS operation. This may be limiting for the sustainability of personal infrastructure. How do you know? International advertising of job vacancies is low. It is necessary to mention that though UNI/CPS have some strengths on Recruitment and selection procedure, but it has some weakness as well as such as: Initiate action to get qualified people on contract basis that have better knowledge about latest research & technology; lack of enough Government support, to build a center of excellence to attract quality researchers. The amount of financial resources received for the implementation of accredited degree programmes significantly predominates, while the amount of financial resources for the institutional support of R&D is stagnating that create barrier to recruit quality and professional researchers.

Strengths and Weaknesses (Interim Assessment)

B/ Recruitment and selection

UNI/CPS recruitment strategy is based on performance of the researchers and their professional specialization. Selection procedure is implemented according to the internal rules of TBU.

Strengths:

UNI/CPS is an international research unit that focuses its recruitment policy on both Czech and foreign candidates, thus the current level of inbreeding is low. Mobility activities of the researchers are supported and considered an important part of the researcher's professional development. Implementation of the doctoral and postdoctoral programme ensures optimal composition of the research teams.

Furthermore, beside the above stated strengths it includes also the following aspects. Such as:

Accreditation of new doctoral programmes in English; increasing the number of students' interest in doctoral programmes. This condition is supporting the creation of further positions for R&D staff, recruitment of international employees with flexible working environment. Where UNI/CPS, strives for creating research centres in agreement with the defined priorities. On the other hand, UNI/CPS always try to maintain the following common steps while recruiting and selecting new candidates. These are as follows:

Fairness: From the fairness point of view, UNI/CPS strive to avoid biasness during the recruitment and selection procedure. On the other hand, confidentiality of personal data is highly maintained that may affect research.

Integrity: UNI/CPS's recruitment policy always try to keep its promises concerning the process of finding and hiring the best person fit for that job in a timely and costly effective manner.

Legality: From the legal matters point of view, UNI/CPS, follow all the rules and regulations of TBU's Scientific statutory and Higher Education Act of the Czech Republic and obey the relevant laws as well as institutional and governmental policies during the recruitment process.

Non-Discrimination: UNI/CPS members strongly avoid discrimination against colleagues or students on the basis of sex, race, ethnicity, or other factors not related to scientific competence and integrity during recruitment procedure. Gender balance. How do you know?

Weaknesses:

Open positions are advertised according to the university standards. However, the advertising extent for job, postdoc and PhD student positions was identified as insufficient from the viewpoint of the amount and quality of the candidates. The selection procedures are not internally discussed. UNI/CPS researchers are not well acquainted with these procedures. Career development is not clearly defined and discussed due to specific conditions of UNI/CPS operation. This may be limiting for the sustainability of personal infrastructure. International advertising of job vacancies is low. It is necessary to mention that though UNI/CPS have some strengths on Recruitment and selection procedure, but it has some weakness as well as such as: Initiate action to get qualified people on contract basis that have better knowledge about latest research & technology; lack of enough Government support, to build a centre of excellence to attract quality researchers. The amount of financial resources received for the implementation of accredited degree programmes significantly predominates, while the amount of financial resources for the institutional support of R&D is stagnating that create barrier to recruit quality and professional researchers.

Remarks (max 500 words)

In relation to the strengths of recruitment and selection of researchers, two doctoral degree programmes have been accredited in English with success; they support the interest of foreign applicants to work as researchers at UNI/CPS. These degree programmes are prepared in line with the defined priorities for the development of the research centre. In 2020, both doctoral degree programmes were re-accredited for another period of 10 years. The offer of study in these programmes has resulted in an increase in the number of students. This year, however, this development was affected by the constraints on applicant communication ability and mobility in the context of COVID-19. Increasing numbers of students in doctoral programmes also depends on the capacity of supervisors; here, extension has been empowered through the new researcher career system document (SŘ/05/2020 Director's Guideline – Researcher career development at UNI research centres), specifying the conditions for the professional and career development of researchers at UNI/CPS or at TBU (AP measure #10). Researchers with the required qualifications can then act as supervisors of doctoral students.

As regards weaknesses related to the lack of interest and quality of applicants for work at UNI/CPS, measures have been taken to increase the use of international applicant search portals (AP measure #5). Euraxess and Research-Gate are used on an ongoing basis in cooperation with the TBU Rector Office to advertise job offers. UNI/CPS is more active in the field of search and selection of staff members, seeking to plan ahead with respect to doctoral and post-doctoral student numbers and actively seek and select high-quality candidates accordingly. A limiting factor is the direct link to project-based funding, i.e. involvement of PhD and post-doctoral students in research projects currently underway at UNI/CPS. Getting new research project grants poses some uncertainty in funding. Here, a larger proportion of the institutional funding of UNI/CPS would be the way out; it would also allow for more intense activity in the search and selection of

candidates for doctoral studies and activity of post-doctoral students. UNI/CPS has been focusing on producing high-quality results in research and innovation transfer, thus increasing the volume of institutional funding for its budget in the context of the newly established evaluation of research organizations in the Czech Republic (<https://www.vyzkum.cz/Default.aspx?lang=en>). How do you know?

In order to eliminate the shortcomings in the recruitment and selection process, there is a standard procedure for selecting applicants set out by the SŘ/04/20 Director's Guideline – Rules and procedures for filling scientist job positions at UNI (AP measure #7). The selection of members of academic staff is based on the document entitled *Rules for filling academic staff vacancies at TBU in Zlín* which was amended in October 2020. Recruitment procedures for researchers and academics are conducted on an open and transparent basis.

To support the search, selection and adaptation of new entrants as well as existing researchers, an employment guide is under development; it provides, inter alia, information on labour conditions and professional/career development opportunities at UNI/CPS as well as throughout TBU (AP measure #6).



Strengths and Weaknesses (Initial Phase)

C/ Working Conditions and Social Security

UNI/CPS is located in a new and recently reconstructed building provided with up-to-date equipment. Correct interpersonal relations are considered the key factor of the UNI/CPS research.

Strengths:

The UNI/CPS infrastructure provides very good technical background for R&D activities including both work in laboratories and place in office for each researcher. The research funding and salaries are above the average of wages at TBU as well as of the Zlín Region. Principles of ethical issues including co-authorship and intellectual property protection is respected.

As a public institute, UNI/CPS, tries to offers its researchers' and employees a professional environment governed by the institutional statutory rules. UNI/CPS, also make every effort to create stimulating working conditions and promote values of openness, respect, support, and solidarity throughout the organization. The human resources policy at UNI/CPS, is concerned with providing the quality of life to its researchers' at workplace. As such, UNI/CPS is concern with the researchers individual as well as their professional environment for the interests of the working community. Where, the key aspects are Social protection, the prevention of professional risks (healthy and safety measures) including psychosocial, the promotion of diversity and gender equality, support for new working arrangements including training and working in team. From *the Social protection* point of view, UNI/CPS, employees are beneficiaries of the Czech National health insurance scheme, which provides minimum social provisions for health care expenses (illness). TBU, UNI/CPS, has its own Kindergarten school in order to facilitate the employees children's education, which can be considered as TBU's strengthened part of corporate Social responsibility. Concerning *Job security, point of view*, UNI/CPS, excellent researcher's get an opportunity to work at UNI/CPS after successful completion of their doctoral studies, researchers could be given a permanent position based on their capabilities and are thus guaranteed job security based on their level of performance.

Weaknesses:

Low level of vertical communication can lead to negative perception of the working conditions at UNI/CPS and whole TBU, respectively. The main areas to be clarified include employee benefit system and processes that are defined by the legislation. Furthermore, formalization of important processes such as gender balance, career development including contracts and rights protection has not been fully implemented at UNI/CPS.

It is necessary to mention that UNI/CPS's R&D activities of both national and international collaborations, UNI/CPS, is usually followed by these major priorities in order to develop institution's research excellence and improve performance (as mentioned below).



(i) To support existing research capacities to sustain organizational learning

How do you know?

(ii) To support international scientific cooperation to improve number and quality of publication;

(iii) To launch an open recruitment policy for the national and international R&D staff;

(iv) To deepen the cooperation with other scientific, research and arts institutions including short-term and medium range exchanges of staff and students;

(v) To promote international networking links and communication actions with business and industry.

The cooperation in research (bi-lateral or multilateral) could be defined on the basis of joint publications in the form of papers, patents, utility models and industrial designs, as well as submission and completion of joint projects, dealing with contractual research and involvement of scientific societies etc. But most of the spheres, it has been observed that due to locational disparities, lack of initial network & Govt. support, lack of resources and shortage of critical staff for emergency period UNI/ CPS, stay behind to achieve their strategic goals.

Strengths and Weaknesses (Interim Assessment)

C/ Working Conditions and Social Security

UNI/CPS is located in a new and recently reconstructed building provided with up-to-date equipment. Correct interpersonal relations are considered the key factor of the UNI/CPS research.

Strengths:

The UNI/CPS infrastructure provides very good technical background for R&D activities including both work in laboratories and place in office for each researcher. The research funding and salaries are above the average of wages at TBU as well as of the Zlín Region. Principles of ethical issues including co-authorship and intellectual property protection is respected.

As a public institute, UNI/CPS, tries to offers its researchers' and employees a professional environment governed by the institutional statutory rules. UNI/CPS, also make every effort to create stimulating working conditions and promote values of openness, respect, support, and solidarity throughout the organization. The human resources policy at UNI/CPS, is concerned with providing the quality of life to its researchers at workplace. As such, UNI/CPS is concern with the researcher's individual as well as their professional environment for the interests of the working community. Where, the key aspects are Social protection, the prevention of professional risks (healthy and safety measures) including psychosocial, the promotion of diversity and gender equality, support for new working arrangements including training and working in team. From the Social protection point of view, UNI/CPS, employees are beneficiaries of the Czech National health insurance scheme, which provides minimum social provisions for health care expenses (illness). TBU, UNI/CPS, has its own Kindergarten school in order to facilitate the employee children's education, which can be considered as TBU's strengthened part of corporate Social

An official EU Website

responsibility. Concerning Job security, point of view, UNI/CPS, excellent researcher's get an opportunity to work at UNI/CPS after successful completion of their doctoral studies, researchers could be given a permanent position based on their capabilities and are thus guaranteed job security based on their level of performance. How do you know?

Weaknesses:

Low level of vertical communication can lead to negative perception of the working conditions at UNI/CPS and whole TBU, respectively. The main areas to be clarified include employee benefit system and processes that are defined by the legislation. Furthermore, formalization of important processes such as gender balance, career development including contracts and rights protection has not been fully implemented at UNI/CPS.

It is necessary to mention that UNI/CPS's R&D activities of both national and international collaborations, UNI/CPS, is usually followed by these major priorities in order to develop institution's research excellence and improve performance (as mentioned below).

- (i) To support existing research capacities to sustain organizational learning
- (ii) To support international scientific cooperation to improve number and quality of publication;
- (iii) To launch an open recruitment policy for the national and international R&D staff;
- (iv) To deepen the cooperation with other scientific, research and arts institutions including short-term and medium range exchanges of staff and students;
- (v) To promote international networking links and communication actions with business and industry.

The cooperation in research (bi-lateral or multilateral) could be defined on the basis of joint publications in the form of papers, patents, utility models and industrial designs, as well as submission and completion of joint projects, dealing with contractual research and involvement of scientific societies etc. But most of the spheres, it has been observed that due to locational disparities, lack of initial network & Govt. support, lack of resources and shortage of critical staff for emergency period UNI/ CPS, stay behind to achieve their strategic goals.

Remarks (max 500 words)

The UNI/CPS senior management has been giving continuous attention to strengthening work-life balance measures for researchers and equal opportunities for men and women as per SŘ/7/2020 Equal opportunities policy at Tomas Bata University in Zlín (AP measure #9).

In order to increase the motivation and strengthening of the researchers' relationship with UNI/CPS, a system has been carried out of periodical and transparent worker evaluation, PŘ UNI 2/2019 Evaluating and managing the development of pedagogical, creative, managerial and other activities of members of academic and scientific staff at the University Institute of Tomas Bata University in Zlín (AP measure #4), taking into account the results of the work and setting out the way forward for the professional and career development of researchers. This worker evaluation system is linked to TBU Salary Regulations. This measure also contributes to improved conditions for

An official EU website How do you know?
top-bottom communication. This is a comprehensive evaluation; it not only includes scientometric points, but also takes into account other activities (projects, teamwork, cooperation) for the working group, or, as applicable, for CPS and TBU (presentations, popularization, university's third role). In this context, the evaluators' role is important in that they use the high-quality human resources management tool (the evaluators' supervisors should pay attention to this as they conduct evaluators' work evaluation).

In the context of the ongoing emergency situation announced to limit the spread of COVID-19, the Centre provides researchers with increased opportunities to work from home.

Communication toward researchers from abroad has also been improving – internal standards are translated into English, to some extent, training sessions are underway in English. There are also efforts to improve services provided to researchers from abroad, such as accommodation, social and health services, work-life balance or QWL. So far, these services are have rather been provided on the basis of actual needs; they are not determined in a process approach – no internal standard is in place for this. In the future, an adequate in-house standard will be necessary.

At least twice per year, UNI/CPS staff meet with the senior management; employees can put questions to senior managers while top-bottom communication is getting improved. At these meetings, staff members learn details concerning the UNI Code of Ethics as well as mission, vision and strategy documents; the results of the past year in the field of projects, publications and finances are also communicated. Information on the development of the plan for the coming period is provided subsequently.

As regards weaknesses, the shortcomings are addressed in the communication plan (AP measure #3), which, in addition to communicating externally, strengthens in-house communication, and improves the conditions for researchers to be informed about labour conditions.



Strengths and Weaknesses (Initial Phase)

D/ Training and Development

There is a strong interest of UNI/CPS management in professional development of all employees. All PhD students have supervisors according to the Higher Education Act as well as internal regulations of TBU. Involvement of postdocs is implemented through their participation in R&D activities of the research groups.

Strengths:

All supervisors are experienced researchers. There is free access to professional training and continuous development of employees. The trainings defined by the legislation as compulsory (i.e. occupational health and safety) are properly managed and updated according to relevant standards. Knowledge sharing is implemented through internal PhD student's competition.

Competence: Regarding competence point of view UNI/CPS researchers strive to continue and develop their professional competence and expertise through lifelong education and learning. UNI/CPS's young researchers participate in Short-term scientific missions (STSM) that are exchange program between researchers involved in a e-COST Action, which allowing UNI/CPS scientists to visit an institution or laboratory in order to enhance their level of competence.

Professional development: Young researchers have some training sessions (lifelong learning opportunity) to learn carefully and critically examine their own work during publication and correspondence with the external members. Trigger regional learning process.

Carefulness: UNI/CPS researchers are well trained to avoid careless errors in order to avoid any disagreement during the evaluation period. Young researchers have some training sessions (lifelong learning opportunity) to learn carefully and critically examine their own work during publication and correspondence with the external members.

Weaknesses:

The low level of vertical communication leads to insufficient awareness of further training possibilities among the researchers. Supervisor's duties and competencies regarding postdocs are not clearly defined. Need of interdisciplinary approach to the R&D and innovation activities has not been fully understood.

In addition, beside the above stated weakness it includes interacting gaps and deficiencies due to its existence within the low performing Member States, i.e. convergence region. Thus, a low ratio of students willing to join in doctoral programmes in compare to other field, even though there is a very highly equipped laboratory is existing. skilled to the total number of students. Organizational settings point of view, there exists some lacking in arrangement of workshop/training programme in time as well as sufficient availability of resources to be committed, which is lacking some time due institutional capacity etc.

Strengths and Weaknesses (Interim Assessment)

D/ Training and Development

There is a strong interest of UNI/CPS management in professional development of all employees. All PhD students have supervisors according to the Higher Education Act as well as internal regulations of TBU. Involvement of postdocs is implemented through their participation in R&D activities of the research groups.

Strengths:

All supervisors are experienced researchers. There is free access to professional training and continuous development of employees. The trainings defined by the legislation as compulsory (i.e. occupational health and safety) are properly managed and updated according to relevant standards. Knowledge sharing is implemented through internal PhD student's competition.

Competence: Regarding competence point of view UNI/CPS researchers strive to continue and develop their professional competence and expertise through lifelong education and learning. UNI/CPS's young researchers participate in Short-term scientific missions (STSM) that are exchange program between researchers involved in a e-COST Action, which allowing UNI/CPS scientists to visit an institution or laboratory in order to enhance their level of competence.

Professional development: Young researchers have some training sessions (lifelong learning opportunity) to learn carefully and critically examine their own work during publication and correspondence with the external members. Trigger regional learning process.

Carefulness: UNI/CPS researchers are well trained to avoid careless errors in order to avoid any disagreement during the evaluation period. Young researchers have some training sessions (lifelong learning opportunity) to learn carefully and critically examine their own work during publication and correspondence with the external members.

Weaknesses:

The low level of vertical communication leads to insufficient awareness of further training possibilities among the researchers. Supervisor's duties and competencies regarding postdocs are not clearly defined. Need of interdisciplinary approach to the R&D and innovation activities has not been fully understood.

In addition, beside the above stated weakness it includes interacting gaps and deficiencies due to its existence within the low performing Member States, i.e. convergence region. Thus, a low ratio of students willing to join in doctoral programmes in compare to the other field, even though there is a very highly equipped laboratory is existing. Organizational settings point of view, there exists some lacking in arrangement of workshop/training programme in time as well as sufficient availability of resources to be committed, which is lacking some time due institutional capacity etc.

Remarks (max 500 words)

How do you know?

In order to strengthen the powers and responsibilities of supervisors in relation to PhD students, standards have been set for supervisors' work. The standards set the conditions for supervisor's professional development aimed at sharing knowledge during the professional development of PhD students (AP measure #11). The role of supervisors, PhD students and post-doctoral students is better defined while it is made sure that supervisors can influence the professional development of students and post-doctoral students. The supervisor's role as a mentor and a promoter of sharing knowledge (not only explicit but also tacit knowledge) should also be highlighted.

In evaluating and managing the further professional development of researchers, attention should be paid to the balance of the researcher's personal professional development – the person's CV should have two axes: the number and quality of publications/citations and the number and quality of the projects managed. For projects, this is a procedure for the researcher to submit and lead rather large, high-quality projects on their own. Researchers' guarantors should assist in the career development of junior researchers.

In order to strengthen the conditions for the professional development of researchers at UNI/CPS, a status has been defined for post-doctoral students, SŘ/03/2020 Director Guideline – Post-doctoral student – definition of the term (AP measure #8) and involvement of such students in research and development activities in each research direction.

A range of courses, learning activities and workshops to promote continuous professional development has been established for researchers at UNI/CPS (AP measure #12). This covers both hard-skills and soft-skills. In the context of the ongoing emergency situation announced to limit the spread of COVID-19, the proportion of online training sessions has been increasing. The advantage is that more people can participate in the activities.

Have any of the priorities for the short- and medium term changed? (max 500 words)

Over the past period, a strategy has been re-established for the further development of UNI/CPS, reflecting the necessary change in the priorities of the Centre's R&D activities. The new strategy setup is also the output of a project that is related to the implementation of the HRS4R. This project involves developing strategies in eight sub-areas of UNI/CPS leadership: support for doctoral students, updating the career system of the research organization, evaluating researchers, strengthening the representation of women in research and development, internal evaluation of the research organization, developing international cooperation in research and development & internationalization of the research organization, developing cross-sectoral cooperation in the field of transfer of knowledge from the research area to the field, popularization of research and development by the research organization.

Based on these sub-strategies, an overall strategy has been developed for the research centre. To implement the strategic management of the Centre, SR/02/20 Director's Guideline – Strategic Management of UNI/CPS (AP measure #1) was issued. In this field, the following is specified for each of the strategic management areas: guarantors, responsible persons, target groups and the process to meet the respective strategic goals in three sectors: organisation of labour (material and technical conditions), qualification (knowledge, skills, personal pre-requisites for researchers), and motivation (financial/non-financial incentives for researchers). How do you know?

Guarantors are responsible for meeting and continuously updating the strategic goals set for each of the strategic management areas. Guarantors ensure that the strategic goals of the various UNI/CPS strategic management areas are updated on the basis of input/suggestions from individual researchers, external partners, information from technical literature and other sources of data. Guarantors report twice per year (at Centre's senior management meetings) on the meeting of measures to achieve strategic goals and updating of the strategic goals in each of the Centre's strategic management areas.

In the Centre's settings, the strategic management guideline promotes the executing of HRS4R which leads to a change in the concept of managing the staff, setting a strategic level of managing the research organisation that focuses on the leadership and development of human resources, as well as shaping the corporate culture oriented on adopting and sharing values, principles and codes of conduct laid down in European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (EC&C).

In mid-2020, there was a change in the organizational structure and the number of research groups was reduced from 8 to 6 research directions. The advantage of this restructuring action is to strengthen performance, provide links on the basis of the relevance of the themes (synergies), refocus to the societal demands (sources of funding) and improve communication.

In order to support the process of internationalization at CPS, an *International welcome Office* needs to be established at the Rector's Office level to provide services to academics and researchers from abroad in the field of employment relations, accommodation, medical care and assistance for the family members of the worker. This is planned for the first half of 2021.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

According to the UNI/CPS senior managers, the implementation of HRS4R has been successfully underway, strategies have been formulated for the eight strategic management areas of the Centre, and a guideline has been issued to ensure the strategic management of UNI/CPS – SR/02/2020 Director Guideline - Strategic Management of UNI/CPS (AP measure #1).

According to the UNI/CPS senior managers, the circumstances and conditions in which the Centre operates have not changed significantly. Any changes at the University level are organically reflected in the management of UNI/CPS on an ongoing basis.

It may be necessary to address the organizational structure (institutional conditions) for the strategic management of the Centre. In the current setup, CPS Director is the only executive manager, there is no further level for the management of research areas (research portfolio) of the Centre. The CPS' organizational status within UNI is an *institute*, with as many staff members as some of the smaller University's faculties.

In 2020, the five-year MEYS project concerning the National Sustainability of Research Centres – which provided around a quarter of the funding, was successfully completed. For the coming years, the Ministry provides funding for the entire TBU as part of institutional support, which is however not earmarked funding; it is re-distributed at the University level. The risk for CPS is in that it is linked to the University-wide decision-making processes in which the Academic Senate has its place, in which CPS does not currently have the necessary representation. As a result, CPS needs to be more careful when planning its further development.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

There is currently a process of approval for university strategic documents (21+ Strategy & Human resources management strategy at TBU) which are expected to have a positive influence on the implementation of the Action Plan, in particular for measures focused on researcher management.

In 2020, TBU in Zlín underwent two external processes of evaluation targeting the strategic management system and the science, research and innovation system. The first of these involved external evaluation under the European University Association' (EUA) Institutional Evaluation Programme (IEP) to which TBU was subjected as the fourth Czech university in history (EUA, 2020). The evaluation was carried out by an international evaluation panel consisting of five renowned experts from abroad specialised in the field of European higher education systems. In this evaluation, TBU in Zlín has been evaluated to be a university with a clear vision of its future, a well-defined strategy for further development, and a strong will to introduce changes that will lead to improved quality and reputation of the institution as a whole. The results of this evaluation recommend the following measures to support the strategic management of science and research at TBU:

- To balance the load placed on members of the teaching staff very well and adapt it to their professional profiles.
- Improve the results of science, research and innovation by better combining the forces of different teams into specific research programmes.
- Support all the initiatives promoting multidisciplinary research and education projects, for example through the use of strategic funds set up by the TBU Rector's Office.
- Clearly declare the importance of research and development for the reputation of the University in terms of both research and education. Research and education are interconnected disciplines. TBU is encouraged to boast, honour and promote its achievements in research and creative activities.
- Involve more post-graduate students in research and systematically support a new generation of researchers at TBU.
- Step up efforts in the field of national and international R&D&I cooperation to increase the visibility of TBU and the potential for high-quality research.

The other external evaluation was a procedure of evaluating TBU as a research institution in the framework of the science and research evaluation which followed the "17+ Methodology" – a framework organized by the Czech Republic's MEYS and RDIC. The evaluation was carried out by an international evaluation panel consisting of nine members, six of whom were from abroad. The evaluation included applied research conducted at

TBU research centres and faculties as well as the current system of managing science at the University, plus it involved the strategy for the development of science, research and innovation in 2021 to 2025. In this evaluation, the Centre of Polymer Systems was assessed to be a research unit with high-quality research and strong application potential. The management of science and research, as well as the current strategy for the development of the University in this field, both received a very good evaluation score.

3. Actions

Please consult the [list of all actions](#) you have submitted as part of your HR strategy. Please add to the overview [the current status of these actions as well as the status of the indicators](#). If any actions have been altered or omitted, please provide a commentary for each action. You can also add new objectives.

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

Proposed ACTIONS

Action 1	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Set mission, vision and, strategy for UNI/CPS	(+/-) 1. Research freedom	Spring 2020	Top management	Top management will create a work team in order to perform this action. Their task will be to prepare a document containing mission, vision, and strategy of UNI/CPS (as a part of TBU in Zlín) by spring
	(+/-) 4. Professional attitude			
	(+/-) 6. Accountability			
	(+/-) 7. Good practice in research			
	(+/-) 8. Dissemination, exploitation of results			
	(+/-) 9. Public engagement			
	(++) 10. Non discrimination			

An official EDU website
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			2020. This document will play a role of a development plan of UNI/CPS and will represent the framework for the next partial documents. This document will be linked to TBU strategic documents, i.e. Strategic Plan of TBU for 2016-2020 and Implementation Plan of the Strategic Plan for Educational, R&D and Creative Activities of TBU for 2019. Researchers will get acquainted with the document,

An official EU website
Proposed ACTIONS

How do you know?

Current Status	Remarks
COMPLETED	<p>For organizational reasons and due to the emergency situation with respect of the COVID-19 pandemic, the goal was achieved with a slight delay (spring 2020) compared to the schedule. The working group prepared an internal standard; on 1 August 2020, subsequently, UNI Director's Guideline – SŘ/02/2020 Strategic management of CPS was issued, including attachments that include the UNI/CPS' strategy, mission, vision and individual sub-strategies and methodologies for strategic management in eight selected areas: support for doctoral degree students, career system, evaluation of researchers, strengthening of women's participation in research, internal evaluation of the research organization, development of international cooperation and internationalization, development of cross-sectoral cooperation on the transfer of knowledge from the research setting to the real life, and development of the popularization of research and development. Researchers have been made familiar with this document. On 16 December 2020, there was an online training session to learn and embrace the core values and principles set out in this document. As the internal standard was issued as at 1 August 2020, there was only one run of the training course. The next run is planned for the first half of 2021. The document is available at: https://uni.utb.cz/mdocs-posts/smernice-reditel-strategicke-rizeni-cps/ https://uni.utb.cz/mdocs-posts/dg-02-2020-strategic-management-of-cps/</p>

Action 2

Adapt the TBU Code of Ethics to UNI/CPS

GAP Principle(s)**Timing (at least by year's quarter/semester)****Responsible Unit****Indicator(s) / Target(s)**

Spring 2020

Top

Top

An official E.U. website
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 1. Research freedom		management	management will set up a work team to perform this action. Their task will be to adapt the TBU Code of Ethics to UNI/CPS conditions by spring 2020. This code will mainly deal with ethical and professional aspects of research organization. During the performance of their job, UNI/CPS researchers will maintain a high standard of respecting human moral and ethical principles. UNI/CPS
(+/-) 2. Ethical principles			
(+/-) 3. Professional responsibility			
(+/-) 4. Professional attitude			
(+/-) 5. Contractual and legal obligations			
(+/-) 6. Accountability			
(+/-) 7. Good practice in research			
(+/-) 8. Dissemination, exploitation of results			
(+/-) 9. Public engagement			
(++) 10. Non discrimination			
(+/-) 11. Evaluation/ appraisal systems			

An official EU document
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			researchers will obey and observe the laws valid in the Czech Republic and the Charter of Fundamental Rights and Basic Freedoms, and to other internal regulations of the TBU. Researchers will get acquainted with the document, and, subsequently, they will be obliged to attend a course focused on adoption and acceptance of basic values and principles set out in the Code of Ethics twice a year.

An official EU document
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			Document – Code of Ethics of UNI/CPS researchers Min. 2 trainings for researchers per year.
Current Status	Remarks		
COMPLETED	For organizational reasons and due to the emergency situation with respect of the COVID-19 pandemic, the goal was achieved slightly behind the schedule (spring 2020). The working group prepared an internal standard; on 1 June 2020, subsequently, UNI Director's Guideline – SŘ/01/2020 UNI Code of Ethics was issued. Researchers have been made familiar with this document. On 16 December 2020, there was an online training session to learn and embrace the core values and principles set out in this document. The next run focused on this topic is planned for the first half of 2021. The document is available at: https://uni.utb.cz/mdocs-posts/eticky-kodex-uni-cz/ https://uni.utb.cz/mdocs-posts/eticky-kodex-uni-eng/		

Action 3

Set up a UNI/CPS communication plan

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 9. Public engagement	Spring 2020	HR Dept.	HR department will set up a

An official EDU website
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			work team to accomplish this action. Their task will be to develop a UNI/CPS communications plan by spring 2020. This plan will support the implementation of HRS4R thanks to relevant information aimed at the target groups, i.e. UNI/CPS researchers, UNI/CPS management, TBU staff, TBU management, external partners. Ways of communication might be as follows: UNI/CPS web

An official EDU website
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			site, TBU web site, UNI/CPS Facebook, e-mail, Info-point for researchers, university and local newspapers, conferences, Open day, etc. The target groups will be involved in a repeated survey focused on changing the awareness and attitudes towards UNI/CPS activities before and after implementation of communication plan activities. Document – UNI/CPS Communication plan Survey

An official EU website
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			among target groups.
Current Status	Remarks		
IN PROGRESS	<p>For organizational reasons and due to the emergency situation with respect of the COVID-19 pandemic, the goal was achieved slightly behind the schedule (spring 2020). The working group compiled a document entitled UNI/CPS Communication plan which contains measures for communicating with target groups and proposals for individual events to promote the results of research and development achieved at CPS. The duration of the COVID-19 pandemic emergency adversely affects the implementation of the individual events contemplated within the plan. During 2020, there were not any major publicity events. We expect the planned events to be carried out in 2021, subject to the current epidemiological situation. The survey within the target groups before and after the communication plan activities have been carried out has not yet taken place with respect to the persisting COVID-19 pandemic emergency. We expect the survey and the planned events to be carried out in 2021, if the current epidemiological situation permits.</p>		

Action 4

Establish a transparent system of work evaluation at UNI/CPS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	Spring 2021	Top management	Top management

An official EU document
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 11. Evaluation/ appraisal systems			will set up a work team to perform this action. Their task will be to establish a transparent system of work evaluation at UNI/CPS by spring 2021. Value of mobility experience and teaching-related tasks will be recognized as a part of evaluation system. Researchers will get aware of the document. Evaluators will be obliged to attend a course/training focused on
(+/-) 29. Value of mobility			
(+/-) 33. Teaching			

An official E.U. website
Proposed ACTIONS

How do you know?

Current Status	Remarks
COMPLETED	<p>The target has been achieved in advance of the schedule (spring 2021). The working group prepared an internal standard; on 10.12.2019, "UNI Director Instruction PR/02/2019 – Evaluation and management of the development of teaching, creative, managerial and other activities of academic staff and researchers at University Institute of Tomas Bata University in Zlín" was issued; the document focuses on the setting of a transparent evaluation system. The Instruction adds to the Rector's Directive No. 23/2019 – Evaluation and management of the development of teaching, creative, managerial and other activities carried out by academic staff and researchers at TBU. Researchers have been made familiar with this document. The evaluators received training to learn and adopt the basic objectives, principles and tools of evaluating work activities. It is expected that evaluators will receive a short training course to update work evaluation tools prior to the date of each periodical annual employee review. The document is available at: https://uni.utb.cz/mdocs-posts/pokyn-reditele-uni-2-2019-2/ https://uni.utb.cz/mdocs-posts/evaluation-and-management-of-the-development-of-teaching-creative-managerial-and-other-activities-carried-out-by-members-of-tbu-uni-academic-and-research-staff/</p>

Action 5

Set the internal UNI/CPS standard for the recruitment of employees

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 12. Recruitment	Spring 2020	HR Dept	HR department will set up a work team to accomplish this action. Their task
(+/-) 13. Recruitment (Code)			

An official EDU website
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			<p>will be to develop an internal UNI/CPS standard for the recruitment of employees by spring 2020. Researchers will get aware of the document. A template for job position will be available at the HR department. The department will make use of relevant job portals/employment websites to recruit researchers: Czech (jobs.cz, prace.cz, Profesia, etc.) and international (Euraxess, LinkedIn, Researchgate, etc.). It is expected to increase the number of applicants by 10 %, and at least 1/4 of the total number of</p>

An official EU document
Proposed ACTIONS

How do you know?

Current Status	Remarks
COMPLETED	For organizational reasons and due to the emergency situation with respect of the COVID-19 pandemic, the goal was achieved slightly behind the schedule (spring 2020). The working group prepared an internal standard; on 31 August 2020, "UNI Director Guideline SŘ/04/2020 – Rules and procedures for filling scientist job positions at UNI" was issued, focusing on recruitment and admission of new staff members. In addition, "Template for job position" has been developed and is available from the HR Department. Researchers have been made familiar with this document. The Action Plan provides for a 10% increase in the number of applicants. This is currently an increase of 63% compared to 2018. The second indicator is the assumption that applicants from abroad shall be 1/4 of all candidates. This indicator is currently 27%. The International Mobility of Researchers of TBU in Zlín project is a major motivation for applicants from abroad. The document is available at: https://uni.utb.cz/mdocs-posts/sr04-2020-pravidla-a-postupy-pro-obsazovani-pracovnich-pozic-vedeckych-pracovniku-na-uni/ https://uni.utb.cz/mdocs-posts/dg-04-2020-rules-and-procedures-for-filling-scientist-job-positions-at-uni/

Action 6

Create Employee Handbook for UNI/CPS staff

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 12. Recruitment	Spring 2021	Top management	Top management will set up a work team to perform this action. Their
(+/-) 22. Recognition of the profession			

An official E.U. website
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 23. Research environment			task will be to prepare a UNI/CPS
(+/-) 24. Working conditions			Employee Handbook by spring 2021.
(+/-) 25. Stability and permanence of employment			This handbook will help the
(-/+) 26. Funding and salaries			UNI/CPS researchers to
(-/+) 30. Access to career advice			explain terms and conditions of their
(+/-) 31. Intellectual Property Rights			employment and it explains the processes
(+/-) 32. Co-authorship			and rules involved. It will contain issues
(-/+) 34. Complains/ appeals			like hours of work, pay, bank holiday
(+/-) 35. Participation in decision-making bodies			compensation, holidays, sickness
			absence, maternity leave, individual
			grievance procedure,

An official EU website
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			bullying and harassment, disciplinary procedures, termination of employment. Moreover, the researchers will find more general information about UNI/CPS and TBU as an organization, and the facilities which are available to them as a member of staff. Existing UNI/CPS staff will get acquainted with the document. The Employee Handbook will be available for UNI/CPS newcomers at the HR

An official EU website
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			department. Document – UNI/CPS Employee handbook
Current Status	Remarks		
COMPLETED	<p>The target has been achieved in advance of the schedule (spring 2021). The working group developed wording for the UNI/CPS Employee Manual. The publication provides CPS employees with all the basic information on labour requirements and conditions, processes and rules of conduct at CPS. It includes information on working hours, business travels, pay, bonuses, benefits, meals, educational opportunities, days off, sick leave, maternity and parental leave, complaint handling, disciplinary actions, termination of employment, etc. The Manual is available by logging in to the CPS website, and is available to employees online. The hard-copy version is available from the HR Department as part of the new entrants' information package. The Manual is available at: http://cps.utb.cz/cs/zamestnanecka-prirucka http://cps.utb.cz/en/employee-handbook</p>		

Action 7

Set up an internal UNI/CPS standard for the selection procedure

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	Spring 2020	HR Dept.	HR department

An official EDU website
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 14. Selection (Code)			will set up a work team to accomplish this action. Their task will be to establish an internal UNI/CPS standard for the selection procedure by spring 2020. Members of the selection committee will have a template for job interview, which will - besides the usual requirements for candidates- include and take into account a list of "non-measurable" merit indicators, such as general practice of applicants, changes in the
(+/-) 15. Transparency (Code)			
(+/-) 16. Judging merit (Code)			
(+/-) 17. Variations in the chronological order of CVs (Code)			
(+/-) 18. Recognition of mobility experience (Code)			
(+/-) 19. Recognition of qualifications (Code)			
(+/-) 20. Seniority (Code)			

An official EDU website
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			timeline of researchers' CVs and their experience with mobility. HR department will ensure the necessary communication with the candidates, including feedback after completion of the selection procedure. The Template for interview feedback will be available at the HR department. Researchers will get aware of the document. Document – UNI/CPS Selection procedure system Template for job

An official EU website
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			interview Template for interview feedback.
Current Status	Remarks		
COMPLETED	<p>For organizational reasons and due to the emergency situation with respect of the COVID-19 pandemic, the goal was achieved slightly behind the schedule (spring 2020). The working group prepared an internal standard; on 31 August 2020, "UNI Director Guideline SŘ/04/2020 – Rules and procedures for filling scientist job positions at UNI" was issued, focusing on recruitment and admission of new staff members. Two templates were also developed – "Template for job interview" and "Template for interview feedback". Both templates are available at HR. Researchers have been made familiar with this document. The document is available at:</p> <p>https://uni.utb.cz/mdocs-posts/sr04-2020-pravidla-a-postupy-pro-obsazovani-pracovnich-pozic-vedeckych-pracovniku-na-uni/ https://uni.utb.cz/mdocs-posts/dg-04-2020-rules-and-procedures-for-filling-scientist-job-positions-at-uni/</p>		

Action 8

Establish an internal standard for a postdoctoral post at the UNI/CPS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	Spring 2020	Operations management	Operations management

An official E.U. website
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 21. Postdoctoral appointments (Code)			will set up a work team to perform this action. Their task will be to develop an internal UNI/CPS standard for a postdoctoral post at the UNI/CPS by spring 2020. Researchers will get acquainted with the document. It is expected to increase the number of postdocs by 10 %, and at least 1/4 of the total number of postdocs will be from abroad. Document – UNI/CPS Postdoctoral appointments

An official E.U. website
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			10 % increase in postdocs Min. 1/4 of all postdocs from abroad

Current Status	Remarks
COMPLETED	For organizational reasons and due to the emergency situation with respect of the COVID-19 pandemic, the goal was achieved slightly behind the schedule (spring 2020). The working group prepared an internal standard; on 31 August 2020, subsequently, "UNI Director's Guideline SŘ/03/2020 – Post-doctoral student – definition of the term" was issued. Researchers have been made familiar with this document. The Action Plan provides for a 10% increase in the number of post-doctoral students. This is currently an increase of 10% compared to 2018. The second indicator is the assumption that post-doctoral students from abroad shall be 1/4 of all candidates. This indicator is currently 30%. The document is available at: https://uni.utb.cz/mdocs-posts/sr03-2020-vymezeni-pojmu-postdoktorand/ https://uni.utb.cz/mdocs-posts/dg-03-2020-post-doctoral-student-definition-of-the-term/

Action 9

Establish an internal UNI/CPS standard for equal opportunities of men and women

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	Spring 2020	HR Dept.	HR department

An official E.U. website
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 27. Gender balance			will set up a work team to accomplish this action. Their task will be to establish an internal UNI/CPS standard for equal opportunities of men and women by spring 2020. Researchers will become familiar with the document. It is expected that at least 1/4 of newly employed researchers will be women, and that every selection committee will have at least 1 female member. Document – UNI/CPS Gender balance Min. 1/4 of newly

An official E.U. website
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			employed researchers are women Min. 1 female member in each selection committee.
Current Status	Remarks		
IN PROGRESS	<p>For organizational reasons and due to the emergency situation with respect of the COVID-19 pandemic, the goal has not been achieved compared with the schedule (spring 2020). On 23 April 2020, "TBU Rector Directive SR/07/2020 – Equal opportunities policy at Tomas Bata University in Zlín" was issued. The working group is to develop an internal UNI/CPS standard that will apply the principles of TBU equal opportunities policy to the UNI's settings. We expect that the Director of UNI will issue a guideline on this subject during the first half of 2021, following the Rector's Directive. Researchers will be made familiar with this document. Two indicators are set out in the Action Plan for the assessment of equal opportunities for women and men. Firstly, least ¼ of all new incoming researchers shall be women. In 2018–2020, it was 25%. The second indicator is that there is at least one woman in the membership of a selection committee. This requirement has already been set for the entire TBU and is also routinely respected at UNI/CPS.</p>		

Action 10

An official EDU website
Proposed ACTIONS

How do you know?

Action 10

Establish an internal UNI/CPS standard for the career development of researchers

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 28. Career development	Spring 2021	Top management	Top management will set up a work team to perform this action. Their task will be to establish an internal UNI/CPS standard (career system) for the career development of researchers by spring 2021. Researchers will get aware of the document. Document – UNI/CPS Researchers' career development.
Current Status	Remarks		

An official EU document
Proposed ACTIONS

How do you know?

Current Status	Remarks
COMPLETED	<p>The target has been achieved in advance of the schedule (spring 2021). The working group prepared an internal standard; on 31 August 2020, subsequently, "UNI Director's Guideline SŘ/05/2020 – Researcher career development at UNI research centres" was issued. This document lays down internal rules and conditions for the career development of scientists at UNI/CPS. It also provides for a regular, triannual, evaluation of results achieved by researchers conducted by a panel; this evaluation shall form the basis for the researcher to be promoted to a higher level of job classification and pay grade, where appropriate. Researchers have been made familiar with this document. The document is available at:</p> <p>https://uni.utb.cz/mdocs-posts/sr05-2020-rozvoj-kariery-vedeckeho-pracovnika-na-vyzkumnych-centrech-uni/ https://uni.utb.cz/mdocs-posts/dg-05-2020-researcher-career-development-at-uni-research-centres/</p>

Action 11

Establish an internal UNI/CPS standard for supervisor's responsibilities

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 36. Relation with supervisors	Spring 2021	Operations management	Operations management will set up a work team to perform this action. Their task will be to develop an internal UNI/CPS
(+/-) 37. Supervision and managerial duties			
(+/-) 40. Supervision			

An official E.U. website
Proposed ACTIONS

How do you know?

Current Status	Remarks
IN PROGRESS	The Action Plan foresees the achievement of this goal by spring 2021. The working group is developing an internal UNI/CPS standard for supervisors to aim at defining their labour conditions, duties, powers and responsibilities. In view of the organizational conditions resulting from the ongoing state of emergency in connection with the COVID-19 pandemic, we assume to meet this goal by the end of 2021. Researchers will be made familiar with this document. Supervisors will receive training to learn and adopt the basic principles and conditions for performing the supervisor job at UNI/CPS by the end of 2021.

Action 12

Create an offer for continuing professional development of UNI/CPS researchers

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 38. Continuing Professional Development	Spring 2021	Top management	Top management will establish a work team to perform this action. Their task will be to set up an offer for continuing professional development of UNI/CPS researchers by spring 2021. Researchers

An official EDU website
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			will be regularly informed about this offer, and will be provided a chosen training/course at least once a year. Document – UNI/CPS Researchers' continuing professional development Min. 1 training attended per year.
Current Status	Remarks		
IN PROGRESS	The target has been achieved in advance of the schedule (spring 2021). The working group has developed a list of training and learning courses on professional development in 2021 for UNI/CPS researchers. The list is available on the CPS website and posted at the information corner in the lobby of the UNI/CPS building. The Centre's researchers can choose courses from the list. Applicants are always notified by email of the actual time of the event. It is assumed that every UNI/CPS researcher chooses at least one course per year. Continuous career development is also subject to regular annual evaluations of researcher performance.		

An official E.U. website
Proposed ACTIONS

How do you know?

Action 13

Create a communication platform for UNI/CPS researchers

GAP Principle(s)

(+/-) 39. Access to research training and continuous development

Timing (at least by year's quarter/semester)

Spring 2021

Responsible Unit

Top management

Indicator(s) / Target(s)

Top management will set up a work team to perform this action. Their task will be to create a communication platform for UNI/CPS researchers by spring 2021. Researchers will get acquainted with this platform, and they will participate in workshops for research groups where they will present and share their knowledge of R&D projects implemented in their research

An official EU document
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			groups, at least twice a year. Document – Communication platform for UNI/CPS researchers Min. 2 workshops for research groups per year.

Current Status	Remarks
IN PROGRESS	The Action Plan foresees the achievement of this goal by spring 2021. The working Group is developing an internal UNI/CPS standard to set up a communication platform for UNI/CPS researchers, where the research group / researcher can regularly present the results of their research work twice per year and share knowledge gained as part of the research project management. In view of the organizational conditions resulting from the ongoing state of emergency in connection with the COVID-19 pandemic, we assume to meet this goal by the end of 2021. In addition to the workshops with the on-site participation of researchers, we also foresee a possibility of online researcher workshops via MS Teams. The UNI/CPS internal standard will be released by the end of 2021. Researchers will be made familiar with this document.

An official EU website
Proposed ACTIONS

How do you know?

Action 14

Create a communication platform for UNI/CPS researchers and for the entire TBU Community

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 8. Dissemination, exploitation of results	Spring 2021	Top management	Top management will set up a work team to perform this action. Their task will be to create a communication platform for UNI/CPS researchers and for the entire TBU community by spring 2021. This community consists of academic staffs, administrative staffs, technical, non-technical staffs and researchers. Researchers will get acquainted with this platform,

An official EU website
Proposed ACTIONS

How do you know?

Current Status	Remarks
IN PROGRESS	<p>The Action Plan foresees the achievement of this goal by spring 2021. The working group is developing an internal UNI/CPS standard to set up a communication platform for UNI/CPS researchers and other University researchers. The platform will enable UNI/CPS research groups / researchers as well as those active as part of the other University constituents to regularly (annually) present the results of their research work and share knowledge gained as part of managing their research projects. This measure is presumed to promote the sharing of good practice in the field of project management, strengthen University's know-how and identify new possibilities for interdisciplinary and inter-faculties cooperation at TBU. In view of the organizational conditions resulting from the ongoing state of emergency in connection with the COVID-19 pandemic, we assume to meet this goal by the end of 2021. In addition to the workshops with the on-site participation of staff, we also foresee a possibility of online employee workshops via MS Teams. The UNI/CPS internal standard will be released by the end of 2021. Researchers will be made familiar with this document.</p>

Action 15

Make sure that a Welcome Office is available to UNI/CPS employees from abroad as a service

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 12. Recruitment	Spring 2022	HR Dept. UNI/CPS	The aim is to provide a Welcome Office to UNI/CPS employees from abroad as a
(+/-) 24. Working conditions			

An official E.U. website
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			service. The service shall aim to create good labour conditions when entering the Centre in the area of visas, work permits, health insurance, medical care, accommodation, meals, leisure activities, and, possibly, support for family members. HR Dept. UNI/CPS to set up a working group to execute this measure. The task will be to establish, by spring 2022, a standard procedure of communication with the TBU's

An official EU website

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			International Office in providing the Welcome Office service on entry into employment and subsequent adaptation of a member of staff new to UNI/CPS. Document - Welcome Office service UNI/CPS

Current Status **Remarks**

NEW

Action 16

Make sure that an information service of Welcome Day is available to new staff entering UNI/CPS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 2. Ethical principles	Spring 2022	HR Dept. UNI/CPS	The aim is to provide a service of Welcome Day to employees entering at UNI/CPS. The service shall aim
(+/-) 3. Professional responsibility			
(+/-) 7. Good practice in research			

An official E.U. website
Proposed ACTIONS

(+/-) 8. Dissemination, exploitation of results

How do you know?

(+/-) 9. Public engagement

Timing (at least by year's quarter/semester)

Responsible Unit

Indicator(s) / Target(s)

GAP Principle(s)
 (++) 10. Non discrimination

(+/-) 11. Evaluation/ appraisal systems

(+/-) 24. Working conditions

(+/-) 25. Stability and permanence of employment

to create good labour conditions when entering the Centre in the area of occupational health and safety, access to information systems, attendance records, working time, days of leave, benefits, meals, business travel, education, leisure activities and corporate culture. HR Dept. UNI/CPS to set up a working group to execute this measure. The task will be to establish, by spring 2022, a standard procedure of communication

An official EU website
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			with the TBU's HR Department in providing the Welcome Day service on entry into employment and subsequent adaptation of a member of staff new to UNI/CPS. Document - Welcome Day service at UNI/CPS
Current Status	Remarks		
NEW			

Action 17

Support the adaptation of new entrants to UNI/CPS through a measure of "Individual adaptation schedule"

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 12. Recruitment	Spring 2022	HR Dept. UNI/CPS	The aim is that any new UNI/CPS employee shall adapt as quickly and as best as possible to the conditions of his/her
(+/-) 36. Relation with supervisors			

An official EU website
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 37. Supervision and managerial duties			workplace and be able to contribute to the Centre's goals as expected. HR Dept. UNI/CPS to set up a working group to execute this measure. The task will be to establish a standard adaptation procedure for new members of UNI/CPS staff by spring 2022. All activities from the job description shall be transferred to the Individual adaptation schedule, as well as making the person familiar with the rules of employment, the collective agreement, the organizational structure, keeping attendance records, entries to each of the workplaces, occupational health and safety conditions, frequency of health

An official EU website
Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			checks, etc. Each item of the Individual adaptation schedule shall indicate, who will carry out the introduction/induction training and the date by which such activities shall be completed. At the end of the adaptation process (before the end of the trial period), the success of the adaptation process will be evaluated. The evaluation will be conducted within an interview between the staff member and their manager. Template – Individual Adaptation Plan UNI/CPS
Current Status	Remarks		
NEW			

An official EDU website
Proposed ACTIONS

Action 18	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	How do you know? Indicator(s) / Target(s)
Encourage employee engagement in the process of implementing the HRS4R at UNI/CPS	(+/-) 35. Participation in decision-making bodies (+/-) 38. Continuing Professional Development	on an ongoing basis	HR Dept. UNI/CPS, UNI/CPS Senior Management	The aim is to raise the level of information and awareness of the staff on the HRS4R at UNI/CPS. The intention is to encourage the identification and active involvement of members of UNI/CPS staff in the process of implementing the HRS4R, thereby contributing to the shaping of the desired culture of culture. HR Dept. UNI/CPS to set up a working group to execute this measure. The task will be to set up a schedule of discussions, workshops, focus groups, questionnaire surveys and other forms of communication by spring 2022 to promote the awareness and active involvement of members of UNI/CPS staff in implementing the HRS4R. Quantity of discussions/workshops/focus groups and questionnaire surveys on the HRS4R and the HR AWARD.

An official EU website
Proposed ACTIONS

How do you know?

Current Status	Remarks
NEW	

Unselected principles:

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site *:

URL *:

<http://cps.utb.cz/en/about-the-project>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles (Initial Phase)

OTMR principles within selection procedures are still unsystematically applied to UNI/CPS, and some actions from this area are introduced in the Action plan above. Therefore, for the systematic application of OTMR principles to UNI/CPS, we chose the following actions:

<i>Title action</i>	<i>Timing (at least by year's quarter/semester)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>

<input type="checkbox"/> An official EU website 1 Set up the internal UNI/CPS standard for the recruitment of employees	Spring 2020	HR Dept.	<p><i>HR department will set up a work team to accomplish this action. Their task will be to develop an internal UNI/CPS standard for the recruitment of employees by spring 2020. This standard will include description of the required knowledge, skills, personal potentials, possible career growth, recruitment timetable, where the job vacancy will be published, number of job vacancies, selection criteria. Researchers will get aware of the document. A template for job position will be available at the HR department. It is expected to increase the number of applicants by 10%, and at least 1/4 of the total number of applicants will be from abroad.</i></p> <p><i>Document – UNI/CPS Recruitment system</i></p> <p><i>Template for job position</i></p> <p><i>10% increase in Applications</i></p> <p><i>Min. 1/4 of all applications from abroad</i></p> <p><i>Related to Action plan, Action 5</i></p>
2 Use relevant job portals/employment websites for staff recruitment	Spring 2020	HR Dept.	<p><i>HR department will make use of relevant job portals/employment websites to recruit researchers: Czech (jobs.cz, prace.cz, Profesia, etc.) and international (Euraxess, LinkedIn, Researchgate, etc.).</i></p> <p><i>Related to Action plan, Action 5</i></p>
3 Set up the internal UNI/CPS standard for the selection procedure	Spring 2021	HR Dept.	<p><i>HR department will set up a work team to accomplish this action. Their task will be to establish an internal UNI/CPS standard for the selection procedure by spring 2021.</i></p> <p><i>This standard will specify who appoints the selection committee, who is the member and chair of the selection committee, the operating procedure of the selection committee, which data are available to the committee. Researchers will get aware of the document. Members of the selection committee will have a template for job interview, which will - besides the usual requirements for candidates - include and take into account a list of "non-measurable" merit indicators which are included in OTM-R actions, No. 5 – 9.</i></p> <p><i>Document – UNI/CPS Selection procedure system</i></p> <p><i>Template for job interview</i></p> <p><i>Related to Action plan, Action 7</i></p>

<input type="checkbox"/> 4 Ensure the necessary communication with candidates within UNI/CPS selection procedure, including feedback after its completion.	Spring 2021	HR Dept.	<p>Candidates will be informed after the selection process about the strengths and weaknesses of their applications via The Template for interview feedback which will be used by the HR department.</p> <p>Document – UNI/CPS Selection procedure system</p> <p>Template for interview feedback</p> <p>Related to Action plan, Action 7</p>
5 Ensure a formalised list of "non-measurable" merit indicators within UNI/CPS selection procedures and take into account the general practice of applicants.	Spring 2021	HR Dept.	<p>Document – UNI/CPS Selection procedure system</p> <p>Template for job interview</p> <p>This OTM-R action complements the OTM-R action No. 3.</p> <p>Related to Action plan, Action 7</p>
6 Ensure an evaluation of changes in the timeline of researchers' CVs within UNI/CPS selection procedures.	Spring 2021	HR Dept.	<p>Document – UNI/CPS Selection procedure system</p> <p>Template for job interview</p> <p>This OTM-R action complements the OTM-R action No. 3.</p> <p>Related to Action plan, Action 7</p>
7 Ensure an evaluation of mobility within UNI/CPS selection procedures as a corporate value, as a path to openness and internationalization.	Spring 2021	HR Dept.	<p>Document – UNI/CPS Selection procedure system</p> <p>Template for job interview</p> <p>This OTM-R action complements the OTM-R action No. 3.</p> <p>Related to Action plan, Action 7</p>
8 Ensure a recognition and assessment of researchers's qualifications within UNI/CPS selection procedures.	Spring 2021	HR Dept.	<p>Document – UNI/CPS Selection procedure system</p> <p>Template for job interview</p> <p>This OTM-R action complements the OTM-R action No. 3.</p> <p>Related to Action plan, Action 7</p>

<input type="checkbox"/> Ensure recognition and evaluation of researchers's seniority within UNI/CPS selection procedures.	Spring 2021	HR Dept.	<i>Document – UNI/CPS Selection procedure system</i> <i>Template for job interview</i> <i>This OTM-R action complements the OTM-R action No. 3.</i> <i>Related to Action plan, Action 7</i>	How do you know?
---	-------------	----------	--	------------------

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

The processes of search, selection and admission of UNI/CPS researchers comply with the Code of Conduct for the Recruitment of Researchers. Within the framework of open, transparent and merit-based selection processes (OTMR principles), emphasis is placed on a formalized set of unmeasurable indicators of merit and the overall experience of applicants, evaluation of changes in the timeline of their CVs, recognition of mobility experience, recognition of qualifications, and seniority.

The working group prepared an internal standard; on 31 August 2020, "UNI Director Guideline SŘ/04/2020 – Rules and procedures for filling scientist job positions at UNI" was issued. This document includes the standards found in the Code of Conduct for the recruitment of staff as well as recruitment procedures conducted at UNI/CPS.

Another basis for complying with the OTM-R principles involves the produced templates that are part of the Guideline. These are: Template for job position, Template for job interview, and Template for interview feedback. The templates are available from the HR Department and used in the implementation of the selection and recruitment process to UNI/CPS.

Researchers have been made familiar with the documents.

The document is available at:

<https://uni.utb.cz/mdocs-posts/sr04-2020-pravidla-a-postupy-pro-obsazovani-pracovnich-pozic-vedeckych-pracovniku-na-uni/>

<https://uni.utb.cz/mdocs-posts/dg-04-2020-rules-and-procedures-for-filling-scientist-job-positions-at-uni/>

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

URL:

<http://www.cps.utb.cz/en/about-the-project>

4. Implementation

General overview of the implementation process: (max. 1000 words)

How do you know?

Tomas Bata University in Zlin, (UNI/CPS, in 2018 has taken actions to attain HR Excellence in Research, i.e. the European charter and Code (C&C), in order to make institute (UNI/CPS) more attractive to scientists and contribute to further development of science as well as achieving better market position and to create a standard European research environment for UNI/CPS researchers. Being aware of this new perspective of the (EC&C), UNI/CPS, realizes the relevance of executing EC&C 40 principles in order to build technical infrastructures and organizational culture as well as to attract talented researchers at TBU. UNI/CPS, strives to familiarize the implementation process of HRS4R, with a hope that it will enhance UNI/CPS's learning process at the organizational level as well as it will enhance organizational competency. As, the HRS4R implementation process is concerned with the development of researchers' ethical and professional aspects, recruitment and selection process of the researchers, flexible working conditions and professional development of researchers. At UNI/CPS, the Human Resources Strategy for Researchers process has been carried out through significant steps as follows:

1. Organizing an internal analysis with the direction of the steering committee in order to compare the UNI/CPS existing practices with the principles of the Charter and Code. In addition, to mapping the process of internal analysis along with the relevant legislation, guidelines of EC&C UNI/CPS's Director, Vice- directors, Scientific board members and top management jointly decided to start the internal review process along with the Researchers (R4) and External Stake holders to initiate the HRS4R survey for developing a sustainable and attractive research environment. The survey was aimed at all researchers (R1-R4) and consisted of 40 questions based on the Charter and Code as well as open comments.

2. Preparing an Action plan for the UNI/CPS researchers and for the entire TBU community to demonstrate how the strategy (HRS4R) is going to adopt.

In order to confirm the long-term success of the process at UNI/CPS, it has been required to arrange a kick-off meeting to communicate with UNI/CPS staff members and involved external stakeholders. Where, several members of UNI/CPS different representing a variety of functions and roles. Such as: Director, vice, Rector, International department, scientific board members and the HR department have been involved in the process to form a working group, who was responsible for the overall activities. The UNI/CPS's steering committee is consisting with the Rector, Vice-Rector, Rectorate department, International affairs, Top management, Head of the research group, International marketing and communication department, psychologist, finance, HR and project department, who has been taken an active role in the implementation process. The role of the steering committee was to direct the working group in order to get the approved of the initial project plan as well as the resulting action plan. Furthermore, the working group was responsible for an early stage to execute the project plan, carry out the data collection and analysis as well as prepare the action plan.

During this phase, special attention has been given to the advancement of insufficiently developed and standardized systems of informal education and the process of organizational learning. Where, the goal of this process was the creation of an educational system with quality skills and knowledge that will enable the researchers to participate in the labour market on the national and international level individually and competitively.

The HRS4R project team at UNI/CPS started to work with two basic Specific objectives. The first one is to enhance Science and Technological Strategy, which is connected with the research excellence in the selected subject. To reach the excellence in the research subject, the team will use the technical background of TBU, UNI/CPS (administrative and research premises) including clean laboratories, and, if necessary, the TBU cover all needs of CPS research team essential to fulfill all the requirements of the HRS4R project. The second is apply the Human Resources Strategic Development Policy to improve the UNI/CPS, indigenous innovation system / network with the technology frontiers for sustainable organizational learning and institutional capacity development. From the very beginning, the HRS4R project team is planning to prepare a conference, workshop about the significance of HR excellence Award as well as to promote scientific excellence and enhance visibility of the UNI/CPS research members in line with the EU Strategy.

UNI/CPS is an integral part of the Tomas Bata University (TBU) has been playing a vital role in the HRS4R implementation process. UNI/CPS fully comprehend that the “Internal Review” process is a necessity for our institution’s (TBU’s) strategic development with a provision if we want to be integrated into the European Research Area (ERA) as well as into the global research area. Consequently, this mission of UNI/CPS is obviously incorporated into TBU’s Strategic plan and associated strategic documents. The Management of the UNI/CPS has been constantly informing UNI/CPS Scientific Board since the beginning of the HRS4R activities. Therefore, it is necessary to mention that we are dedicated and strive to strengthen and sustain our organizational culture and value based management system. In addition, the UNI/CPS Implementation Committee, which is a big and inclusive group established to provide overall insight on the TBU, and to assess progress against targets in the Strategy and Action Plan.

The key to UNI/CPS’s success is mutual open communication with all our employees and stakeholders. Accordingly, it has been planned to create a communication platform for UNI/CPS researchers that are supported by a strong focus on training and development of all of us. The robustness of the implementation process of UNI/CPS ensures smooth, efficient, and timely progress of the Action plan fulfilment. As, there exist strong commitment and strong support of the management of UNI/CPS and TBU. Specifically, TBU have allocated its institutional financial as well as human resources to meet the strategic goals and ensuring continuous improvement in the future and to ensure embedment of values and principles of the Charter and Code into TBU’s organizational culture.

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail:

How do you know?

Note: Click on each question of the checklist to open the editor.

How have you prepared the internal review?*




Detailed description and duly justification (max. 500 words)

We reviewed each of the Action Plan measures and assessed the relevance of the strengths and weaknesses identified in each area – Ethical and Professional Aspects, Recruitment and Selection, Working Conditions and Social Security, Training and Development. We also commented on the state of play of the implementation of each measure of the Action Plan in relation to these strengths and weaknesses.

The first version of the Interim Assessment Report was processed by each of the responsible units. Comments were added from researchers at various levels (R1 – R4). The final form of the Interim Assessment Report was discussed in the Steering group.

An official EU website
How have you involved the research community, your main stakeholders, in the implementation process?*

How do you know? 

Detailed description and duly justification (max. 500 words)

Researchers at various levels (R1 – R4) and the main stakeholders were members of the work teams set up to implement individual actions from the Action Plan. Furthermore, the researchers commented on the partial steps of implementation of individual actions from the Action Plan before their implementation. This guaranteed the participation of the research community in all activities within the whole process.

In order to attain The 'HR Excellence in Research', UNI/CPS took initiative to involve the research community and its main stakeholders, in the implementation process through these Action plan activities such as:

While setting the mission, vision, strategy UNI / CPS,

While adapting the TBU Code of Conduct to UNI / CPS conditions,

While establishing the UNI / CPS communication plan,

While launching a transparent work evaluation system for UNI / CPS,

While setting the internal standard for recruitment and recruitment to UNI / CPS,

While creating an environment for preparing an Employee handbook for UNI / CPS staff,

While forming the scientific committee for internal standard system for the selection procedure at UNI / CPS,

Therefore, to get the main stakeholder's active participation in the implementation stage of the EC & C's strategy 'HR Excellence in Research', UNI/CPS decided to follow the strategy process. Such as:

(i) Internal gap analysis: gap analysis of their policies and practices in light of the principles of the charter and code. (Where, Stakeholders participation was mandatory)

(ii) Development and publication of UNI/CPS HR strategy for researchers and action plan in order to fill gaps in the provision of support and career development for researchers. (Where, Stakeholders opinion was vital)

(iii) Self-assessment of progress: UNI/CPS undertook an internal review of progress compared with their existing action plan. In addition, working groups of UNI/CPS moved forward to know about their progress to draw an action plan for the forthcoming years (Where, Stakeholders comment was significant to overcome the Gap and execute the Action Plan).



An official EU website


Do you have an implementation committee and/or steering group regularly overseeing progress?*

How do you know?



Detailed description and duly justification (max. 500 words)

The implementation process and the activities of work teams is supervised by the Steering Committee, led by the Rector of TBU. Other Committee members include: Vice-rector for Research and Development, Director of UNI, Vice – Rector for International Affairs, Vice-Rector for Social affairs, Deputy Chairperson of Internal Evaluation Board, Director of TBU Library, Head of HR Department, Scientific board members, Financial Manager, Head of Research Groups, Project coordinators. The meetings of Steering Committee take place periodically during the meetings of UNI/CPS management. Steering Committee communicates with researchers, Ph.D. students and supporting staff, and oversees and analyses the process of the implementation HRS4R based on the particular actions of Action Plan.

Are there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy How do you know? 

Detailed description and duly justification (max. 500 words)

The follow-up of HRS4R implementation at UNI/CPS is ensured in the following strategic documents:

- Strategic Plan of Tomas Bata University in Zlín for 2016-2020,
- Implementation Plan of the Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2019, Implementation Plan of the Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2020.
- Strategic Plan of Tomas Bata University in Zlín for 21+.
- Strategy of Human Resource Management of Tomas Bata University in Zlín.

In order to proceed with the alignment of organizational policies with the HRS4R UNI/CPS follows up with below mentioned Benefits which are advantageous for the procurement of UNI / CPS from the project:

- Establishing of a clear transparent management system for employee management to attract quality researchers and possibility of career development, positive changes in corporate culture.
- Ensure Open transparent recruitment and selection of new researchers.
- Arrangement of Funding for research from European and national research support programs - advances in TAČR, HORIZON 2020 and others as well as enhance UNI/CPS researcher's individual accomplishment from individual project proposal preparation
- Transparency and openness towards the public - increasing the number of PhD students, post-docs, raising the interest of the young generation and the public about science.
- Increasing prestige and attractiveness for researchers, international attractiveness and visibility.



An official EU website

How has your organisation ensured that the proposed actions would be also implemented?*

How do you know?



Detailed description and duly justification (max. 500 words)

Each action in the Action Plan is provided with implementation period, a responsible unit (creating its own work team) and controllable indicators; their fulfilment is key for the implementation. The working teams are required to report on the progress of each action quarterly to the Steering Committee.

In addition, the excellence achievement indicated above is proceed through the following activities:

Development and modification of current personal infrastructure at TBU, UNI/CPS: The institution must be able to attract personal capacities with perspectives of the excellence. It focuses on raising the doctoral students', young perspective researchers' profile through short-term trainings, and joint workshops with the collaboration.

Experience enhancement: The excellent results are connected with experience and cooperation. The mobility (both directions) of the researchers increases for long term when the international researchers will apply more from other foreign reputed institutions. UNI/CPS researchers at the established academic and industrial partner institution bring the required experience level as well as contacts for further collaboration.

Knowledge and Excellence sharing and transferring: The novel information, results and achievement must be shared and transferred to scientific community and relevant end users from practice. This is ensured by encouraging joint publication process in impact factor journals, conference proceedings, local/regional magazines, newspapers, short term trainings/ summer schools course materials. From the practical perspective point of view, apart from these knowledge sharing activities there is active participation in order to extend and transfer their knowledge to the industrial partners and relevant organizations.

An official EU website
How are you monitoring progress (timeline)?*

How do you know?



Detailed description and duly justification (max. 500 words)

The Steering Committee continuously monitors the fulfilment of indicators for the implementation of actions from the Action Plan.

As mentioned above within the individual actions, the responsible units create their work teams and they inform the Steering Committee on the progress of their respective actions in form of interim progress reports every 3 months.

Moreover, researchers including all levels (R1 - R4) are consulted with respect to the implementation of the Action Plan. In addition to this, the coordinators are in contact with several European universities that were already awarded the HR Award several years ago in order to get the feedback from these universities to the UNI/CPS's actions being prepared. These universities are as follow: University of Southampton, UK, University of Portsmouth, UK, Delft University of Technology, NL, Leiden University, NL. Lately the coordinators are in contact with several Czech universities that were already awarded the HR Award. These universities are as follow: Charles University in Prague, Masaryk University in Brno, University of Ostrava.

An official EU website
How will you measure progress (indicators) in view of the next assessment?*

How do you know?



Detailed description and duly justification (max. 500 words)

Based on monitoring of implementation of actions from the Action Plan, the Action Plan is updated for the next period (actions completed, extended, in preparation, etc.)

In order to enhance the efficiency and effectiveness of the Human Resources Process and to make UNI/CPS, an attractive and supportive place to work for researchers, UNI/CPS decided to take off the HR Excellence in research process (including the implementation of the European Charter for Researchers and Code of Conduct for the Recruitment). Where, they decided to measure the progress how can UNI/CPS can increase:

- effectiveness (are we achieving the agreed project objectives?)
- impact (what effects can be realized? Do these tallies with our common goals?)
- relevance (to what extent are we doing the right thing and focusing on the right areas?)
- sustainability (are we achieving long-term results and impacts?)

How do you expect to prepare for the external review?*



Detailed description and duly justification (max. 500 words)

We will turn back to each of the Action Plan measures and assess the topicality of the strengths and weaknesses identified in each area – Ethical and Professional Aspects, Recruitment and Selection, Working Conditions and Social Security, Training and Development. We will also evaluate the state of implementation of the individual measures as set out by the Action Plan in relation to these strengths and weaknesses to propose new Action Plan measures for the next period; this will be also done in relation to the changes in the external conditions for developing and managing CPS and the implementation of the HRS4R.

The first External review version will be developed by each of the responsible units. Comments will also be added from researchers at various levels (R1 – R4). The final presentation of the External review will be discussed in the Steering group.

An official EU website
Additional remarks/comments about the proposed implementation process: (max. 1000 words)

How do you know?

Within the process of HRS4R strategy implementation, it should be taken into account the specific status of UNI/CPS as the TBU department (institute) and the individual faculties of TBU. Thus it causes the differences between the regulations and working contracts applied to researchers employed at UNI/CSP and academic employees at regular faculties.

The legislation of the Czech Republic related to the universities follows in accordance with the Act No. 111/1998 Coll., on Higher Education Institutions and on Amendments and Supplements to some other Acts (The Higher Education Act). Among other things the Higher Education Act recognizes two basic principally different university bodies involved in both education and R&D activities: faculties and university departments. Their features are described as follows:

Typical features of faculties:

Faculty legal representative is the dean appointed by rector in accordance with the results of the election held by the Academic Senate. Academic senate members are representatives of academic staff and students elected from the whole faculty. Most of the degree programmes are accredited and carried out at the faculties. Academic staff members are involved in both pedagogical and research activities. According to the valid legislation academic staff members hold special position ensuring them specific benefits/rights, e.g. possibility to influence the strategy and development of the faculty and of the whole university through elections of their representatives into senate, academics have an extra week off. Most of the academic staff members hold tenure position. The research (i.e. project) staff members are typically not involved in pedagogical activities and do not possess these benefits.

Typical features of university departments:

University department legal representative is the director appointed directly by the rector of the university. University departments do not send their representatives directly to the Academic Senate of the university. There is no academic senate at the university department. The strategy of the university departments can be formed by the management of the university department, expert board and/or scientific board. The main role of the university departments is research, project implementation and cooperation with external subjects. It is possible to implement a degree programme at the university department. However, it is unusual especially for undergraduate degree programmes. Employees of the University Institute are mostly not academic employees with the benefits mentioned above. Their contracts are often time limited by the projects implementation period.

In case of UNI/CPS most of the employees are considered research/project staff. They are regular employees of the university. However, their involvement in the process of the strategy formulation is guaranteed by the legislation. It naturally influences the differences between strategy and institution awareness level of the academic staff at the faculties and research staff at the departments.

However, with respect to the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers implementation in our project, the management of the both Tomas Bata University and UNI/CPS promotes the significantly boarder involvement of the research staff into the strategy formulation and implementation process at UNI/CPS.

In order to support the implementation process, UNI/CPS, devote a lot of attention to communicating this process, both in Czech and English language. How do you know?

So far we have created:

1. Website concerning the HR Excellence in Research Award (HR Award) and the Human Resources Strategy for Researchers (HRS4R)
<http://www.cps.utb.cz/en/about-the-project>
2. Info-point for researchers concerning HR Award and HRS4R – located at the main hall in UNI/CPS (address: třída Tomáše Bati 5678, 760 01 Zlín, Czech Republic).
3. Stairs with illustration of all 40 principles of the European Charter for Researchers and the Code of Conduct for Recruitment of Researchers(EC&C) – located at the main entrance in UNI/CPS (address: Třída Tomáše Bati 5678, 760 01 Zlín, Czech Republic).
4. University and local newspapers – articles concerning HR Award and HRS4R.
5. International conference – paper concerning HR Award and HRS4R implementation.
6. Single action in Action Plan – 3 Set up a UNI/CPS communication plan.
7. UNI Director's Guidelines for HRS4R Implementation (see Action Plan, Actions number 1, 2, 4, 5, 7).