

HR Excellence in Research

Renewal Review

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, Czech Republic

Submission date to the European Commission

25/03/2024

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 *	77.01
Of whom are international (i.e. foreign nationality) *	25.29
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	30.94
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	16.4
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	52,46
Of whom are stage R1 = in most organisations corresponding with doctoral level *	8.15
Total number of students (if relevant) *	60
Total number of staff (including management, administrative, teaching and research staff) *	105.34
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	5 955994
Annual organisational direct government funding (designated for research)	2 566511
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2481050

RESEARCH FUNDING (figures for most recent fiscal year)

€

Annual funding from private, non-government sources, designated for research

284 097

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.

*Website concerning the HR Excellence in Research Award (HR Award) and the Human Resources Strategy for Researchers (HRS4R):
<https://cps.utb.cz/en/hrs4r-hr-award>*

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.

Ethical and professional aspects* **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.

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:

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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.

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Strengths and Weaknesses (Award Renewal, max 500 words) *

In terms of ethical and professional aspects, the UNI/CPS' strengths include:

- Implemented strategic management system (AP 1).
- High emphasis is placed on high-quality research and development outputs while simultaneously respecting the principles of equal opportunities, freedom of research, ethics, openness and respect for colleagues and the results of their work. Within the TBU, the TBU's Code of Ethics is fully respected; in addition, the SR/07/2020 Rector's Guideline – Equal opportunities policy principles at Tomas Bata University in Zlín was issued along with the amended UNI Code of Ethics (AP 2, SŘ/01/2020) and the SŘ/01/2021 Guideline – Equal opportunities for men and women, and the Gender Equality Plan document was developed.
- Openness to new management approaches in research and development that will lead to improved professional prospects and security of UNI/CPS staff.
- Openness of multidisciplinary cooperation with other University's constituents is a key factor for spreading the HR Award principles to other TBU constituents.
- A transparent rating system has been set up, which will be upgraded in the following period (PŘ/01/2021, AP 4, AP N5) and to which the career system is linked (AP 10; SŘ/05/2020).
- There was an improvement, via communication platforms (AP 13 and AP 14) in communication between researchers of individual research directions and between researchers and other TBU employees. As part of communication with target groups, both the Communication Plan (AP 3) and the annual Popularisation Plan are implemented. UNI/CPS continues to strive to implement the HRS4R principles (AP N4).

In terms of ethical and professional aspects, the UNI/CPS' weaknesses include:


- High dependence on earmarked funding, stemming from the setting of the UNI/CPS' position within the TBU's structure, which creates significant pressure to focus on performance, leading to forming a significantly competitive environment among employees.
- Organisational integration makes it difficult to formally implement academic principles and rights in the University's setting.
- Inappropriate conditions for the UNI/CPS' self-governance and the impossibility of sharing decision-making processes in the running of the entire TBU can disrupt the sense of belonging of UNI/CPS staff with the University as a body.

Remarks (max 500 words)

Currently, UNI/CPS is the most efficient unit of the Tomas Bata University in Zlín (TBU) in the field of research and development. The results of the evaluation of research organisations indicate that UNI/CPS generates more than a third of all TBU's research output. Currently, the UNI/CPS' infrastructure is fully built and has significant potential for further development not only in the field of research and development, but also in the fields of teaching and the University's third role.

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 and regulations.

As part of implementing the HR Award principles and the relevant action plans, significant progress has been achieved in the area of ethical and professional aspects, which offers significant potential for further development of the workplace, particularly in terms of setting up long-term cross-sector & international cooperation in research and development.

Recruitment and selection* **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 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 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.

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Strengths and Weaknesses (Award Renewal, max 500 words) *

The strengths are as follows:

- A clear and transparent system of recruiting and admitting researchers at UNI/CPS (AP 5, AP 7) embedded.
- A non-discriminatory approach to applicants while preserving the maximum possible use of tools for work-life balance (reduced full-time equivalents, flexible working hours and, where justified, working from home) being ensured.
- The personnel structure is now stable with a composition guaranteeing the continued development of UNI/CPS (e.g. gender, age, and qualification balance – seniority).

Weaknesses can be found in ensuring good prospects for talented and excellent scientists with regard to their further career growth, which would be sufficiently motivating for their future scientific career to evolve.

The low level of active involvement of scientists in active international collaborations – especially for family reasons – is another weakness. This is addressed via a system of short- to medium-term nobilities ensuring the intensification of international cooperation.

In terms of involvement of international experts, the visa granting system is a weakness, complicated for non-EU citizens. A similar problem can be found for doctoral study applicants from countries outside the EU, for whom obtaining a visa is a very lengthy and complicated process. TBU proceeds in accordance with the applicable legislation and regulations of the respective authorities.


Remarks (max 500 words)

The new website <https://www.utb.cz/en/university/career/> (<https://www.utb.cz/en/university/career/>) is now available for those interested in a job position at TBU, where advertised positions as well as various kinds of information are available for applicants and potential new employees.

To support the recruitment of researchers, the following tools linked to the Action Plan were developed at UNI/CPS:

- SŘ/02/2023 – Rules and procedures for filling scientist job positions at UNI (AP 5, AP 7)
- Forms were developed – Template for job position, Template for job interview and Template for interview feedback – and are available to HR Department.
- SŘ/04/2021 – Supervisor – definition of the term
- SŘ/03/2020 – Post-doctoral student – definition of the term
- SŘ/05/2020 – Researcher career development at UNI research centres
- Employee Handbook (AP 6)
- Welcome Office Service (AP N1)
- Welcome Day Service (AP N2)
- Individual Adaptation Plan (AP N3)

A significant potential for the development of the staff infrastructure of UNI/CPS is made up of doctoral degree program graduates with a technical focus, and, especially University-wide DDPs. Candidates for degree programs are provided with a full service in cooperation with the TBU's International Department and the UNI/CPS' Study Department.

Working conditions* **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
- (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

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Strengths and Weaknesses (Award Renewal, max 500 words) *

Strengths: Emphasis is placed on bilingual communication. All internal standards are translated into English, training courses take place in English, to some extent, and professional topics are presented exclusively in English.


Weaknesses: There are still certain gaps in the area of vertical communication, which is a priority to be addressed in 2024 (AP N9). The field of academic rights of UNI/CPS employees and students of University-wide degree programmes underway at UNI/CPS, the vision of the further direction of UNI/CPS and its specific implementation (AP N8), all form an important topic in this regard.

Remarks (max 500 words)

Ensuring optimal and safe working conditions is one of the UNI/CPS' priorities. Due to the UNI/CPS' infrastructure, major attention is paid to fire protection. UNI/CPS employees are regularly trained in the areas of occupational safety, reducing occupational risks and increasing the competence of safe handling of technologies. In addition, they complete training courses focused on working with pressure cylinders and gases, as well as electrical, crane rigging and handling truck operation training courses.

During this activity, the UNI/CPS' Senior Management is in close contact with the Health and Safety Department, which is provided centrally at the University-wide level. The UNI/CPS' infrastructure is continuously checked and maintained to ensure trouble-free use and work of employees. The physical safety of UNI/CPS employees is ensured by an advanced security system that does not allow movement of any unauthorised person around the workplace.

In terms of social security, a system is being implemented of transparent and non-discriminatory remuneration (AP 4), which will support ensuring the predictability of the level of UNI/CPS staff remuneration (AP N5). Mechanisms are set up at the central level to ensure ethical behaviour in the workplace. Members of staff have the option of anonymously asking questions and alerting about shortcomings.

Training and development* **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)

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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.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strengths:

There is the Human Resources Development Department newly operating at TBU; its activities include:

- Developing and implementing the University-wide Human Resources Development Strategy (<https://www.utb.cz/univerzita/uredni-deska/strategicke-dokumenty/strategie-rozvoje-lidskych-zdroju/>)
- Recruitment of new employees for the entire TBU, supporting activities for the recruitment and selection of employees
- Expanding the range of education and development activities available to female and male employees (<https://www.utb.cz/orlz/kurzy/>)
- Developing and implementing the Gender Equality Plan (<https://www.utb.cz/gep/>)
- Expanding the University-wide range of benefits (<https://www.utb.cz/orlz/benefit/>)
- HR marketing agenda
- Developing tools supporting easier adaptation of female and male employees (<https://www.utb.cz/orlz/adaptace/>)

The activities listed above are supplemented by activities specific to UNI/CPS (AP 12, AP N7), which include:

- Seminars and lectures focused on implementing the EC&C principles
- Seminars focused on developing soft and hard skills of male and female workers
- Seminars focused on professional topics in science and research

Seminars are communicated via the info point as well as by email well in advance.

Weaknesses:

- Staff meetings take place twice per year – usually in June and December. The weak side is mainly seen as insufficient vertical communication and transfer of information from the UNI Advisory Council. The goal is to improve communication at the management-employee level (AP N9).
- Workers prioritize research tasks over development activities.

Remarks (max 500 words)

In order to develop supervisors' powers and responsibilities in relation to PhD students, the term supervisor was embedded in internal standards (AP 11, SŘ/04/2021). The term post-doctoral student was also defined (AP 8, SŘ/03/2020).

As a basis for the development of scientific staff, rating is carried out as a standard using the IS HAP system, which looks at the individual from the aspect of publications, submitted and handled projects, as well as teaching and other activities. The rules for career development are clearly defined (AP 10, SŘ/05/2020).

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

The HRS4R implementation project involved developing strategies in eight sub-areas of UNI/CPS management: support for doctoral students, updating the career system of the research organisation, evaluating researchers, enhancing the representation of women in research and development, internal evaluation of the research organisation, developing international cooperation in research and development & internationalisation of the research organisation, developing cross-sectoral cooperation in the field of transfer of knowledge from the research area to the field and popularisation of research and development by the research organisation. These areas continue to be absolutely key for UNI/CPS and they will continue to be developed.

Compliance with each strategy and methodology is discussed twice per year as part of management meetings – the UNI Advisory Council, which serves as a tool for communication and application of strategic management.

As part of the Centre, emphasis is put on implementing HRS4R and continued development in line with principles laid down in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (EC&C).

The current organisational structure is based on 6 research directions. This structure is not expected to change in the following period. Research directions sufficiently cover the potential for development in the various sectors. Supervisors have been identified for each research direction; the task is to oversee the level of expertise and development in the respective line of research.

From 1 April 2024, we expect to manage development projects within the framework of research directions for the following period. Through these projects, UNI/CPS will achieve not only the development of the field at the international level and the development of infrastructure, the support of external collaborations, but also the development of the professional competencies of employees, the provision of adequate and transparent staff rating, more intense connection with the learning process and, last but not least, the improvement of company culture.

In 2024, as part of the ESF+ JAK OP project, we anticipate the implementation of staff training, which will have a positive effect on the quality of the learning process at UNI, and thus also on the quality of the degree programmes implemented. The training courses will primarily focus on the digitization of the educational process, the enhancement of personal competencies in teaching, effective

communication and the development of personality-cultivating competencies and aspects of cultural differences in the learning process.

Furthermore, UNI/CPS will focus on building long-term cross-sectoral cooperation in the field of polymer materials and technologies in the context of the circular economy. The projects will primarily focus on the following areas: Composites for sustainable living; nanomaterials, filters, and membranes; recycling, use of recycling outputs and biological recycling.

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)

At the University-wide level, in 2022, the TBU's Academic Senate and the TBU's Board of Governors approved the 2022–2025 TBU's Human Resources Development Strategy, together with action plans for the nearest period.

The document is available at:

<https://www.utb.cz/en/university/official-board/strategic-documents/strategy-for-human-resources-development/>

At the end of 2022, there was a change in the Senior Management of TBU. At present, it is not clear whether or not there will be further changes to the strategies and the timetable for their implementation. At the same time, it is not clear at the time of compiling this Report by what principle the TBU's Senior Management intends to use the development potential that has been built up during the 13 years of UNI/CPS' existence.

One of the new goals of the Action Plan is to obtain equal representation of members of UNI academic staff within the TBU's Academic Senate. Currently, UNI academics and students belong to the academic community of the Faculty of Technology. The meeting of this goal is a significant step for the further development of UNI/CPS in the setting of TBU and will have a direct impact on the standing in the following years.

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

There are no planned changes within the UNI/CPS that would affect the action plan and the goals set out in it for 2024. Gradually, the goals set for the following period will be fulfilled and the maximum will be done for their successful achievement.

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 ratings.

Proposed ACTIONS

Action 1

Set mission, vision and, strategy for UNI/CPS

GAP Principle(s)

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

Responsible Unit

Indicator(s) / Target(s)

(+/-) 1. Research freedom

(+/-) 4. Professional attitude

(+/-) 6. Accountability

(+/-) 7. Good practice in research

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

(+/-) 9. Public engagement

(++) 10. Non discrimination

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 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, and, subsequently, they will be obliged to attend a course focused on adoption and acceptance of core values and principles set out in mission, vision and strategy of UNI/CPS, at least twice a year. Document – Mission, vision, strategy of UNI/CPS Min. 2 trainings for researchers per year.

Proposed ACTIONS

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/ The goal was met. The initial UNI Director's Guideline was amended by the SŘ/02/2021 Director's Guideline – Strategic management of CPS, including attachments that include the UNI/CPS' strategy, mission, vision and individual sub-strategies and methodologies for the strategic management in eight selected areas: support for doctoral students, career system, rating of researchers, enhancement 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 field and development of the R&D popularization. Training courses aimed at mastering and adopting the basic values and principles set out in this document take place twice per year – usually in June and December. These courses are successfully maintained even after the end of the project and, together with staff meetings, are a tool for strategic management communication. The latest training on this subject took place on 11 Dec 2023. The next one is planned for June 2024. The document is available at:</p>

**Proposed
ACTIONS**

Current Status**Remarks**

<https://uni.utb.cz/mdocs-posts/sr-02-2021-strategicke-rizeni-cps/> <https://uni.utb.cz/mdocs-posts/dg-02-2021-strategic-management-of-cps>

Proposed ACTIONS

Action 2	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Adapt the TBU Code of Ethics to UNI/CPS	(+/-) 1. Research freedom	Spring 2020	Top management	Top 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 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. Document – Code of Ethics of UNI/CPS researchers Min. 2 trainings for researchers per year.
	(+/-) 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			

**Proposed
ACTIONS**

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 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/ The issued SŘ/01/2020 UNI Director's Guideline / – UNI Code of Ethics is in force. 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/ Researchers have been made familiar with this document. Training courses aimed at mastering and adopting the basic values and principles set out in the UNI Code of Ethics takes place twice per year – usually in June and December. The latest training on this subject took place on 11 Dec 2023. The next one is planned for June 2024.</p>

Proposed ACTIONS

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 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 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 among target groups.

Proposed ACTIONS

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 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. The goal was achieved with a slight delay against the plan (spring 2020). In 2021, the already planned events gradually returned to normal compared to previous years affected by the COVID-19 pandemic. Events were communicated primarily via the CPS website and social networks and, internally, via email and posted at the info point. As part of the communication plan, posting updates on the website is also an activity taken into account – each month, the research direction in question to provide an update focused on research results.</p> <p>https://cps.utb.cz/aktuality https://cps.utb.cz/en/news Communication Plan & Popularization Plan for 2022 https://cps.utb.cz/images/HRS4R/akcni-plany/3.%20Komunikacni%20plan%20UNI%20-%20akce%202022.pdf</p> <p>https://cps.utb.cz/images/HRS4R/akcni-plany/en/3_Komunikan_pln_UNI_-_akce_2022_-_anglicky.pdf Communication Plan & Popularization Plan for 2023</p> <p>https://cps.utb.cz/images/HRS4R/akcni-plany/3_Komunikan_pln_UNI_-_akce_2023.pdf</p> <p>https://cps.utb.cz/images/HRS4R/akcni-plany/en/3_Komunikan_pln_UNI_-_akce_2023_-_anglicky.pdf Communication Plan & Popularization Plan for 2024</p> <p>https://cps.utb.cz/images/3.%20Komunikan%20pln%20UNI%20-%20akce%202024.pdf</p> <p>https://cps.utb.cz/images/3.%20Komunikan%20pln%20UNI%20-%20akce%202024%20-%20anglicky.pdf The survey among the target groups before and after the implementation of the activities of the Communication Plan took place as part of the Plastko 2022 conference. Questionnaire: https://cps.utb.cz/images/HRS4R/akcni-</p>

**Proposed
ACTIONS****Current Status****Remarks**

plany/ECHC%20dotaznik_Plastko_final_CZ_22.pdf https://cps.utb.cz/images/HRS4R/akcni-plany/en/ECHC%20questionnaire_Plastko_final_ENG_22.pdf Verbal rating:
<https://cps.utb.cz/images/HRS4R/akcni-plany/Vyhodnoceni%20dotazniku%20slovne.pdf>
<https://cps.utb.cz/images/HRS4R/akcni-plany/en/Evaluation%20of%20the%20questionnaire.pdf> Rating graphics:
<https://cps.utb.cz/images/HRS4R/akcni-plany/Vyhodnoceni%20dotazniku%20graficky.pdf>
<https://cps.utb.cz/images/HRS4R/akcni-plany/en/Evaluation%20of%20the%20questionnaire%20graphically.pdf>

Proposed ACTIONS

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)
(+/-) 11. Evaluation/ appraisal systems	Spring 2021	Top management	Top management 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 adoption and acceptance of basic values, principles and work evaluation tools at least once a year. Document – UNI/CPS Evaluation system Min. 1 training for evaluators per year.
(+/-) 29. Value of mobility			
(+/-) 33. Teaching			

Proposed ACTIONS

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 PŘ/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/ In 2022, the Rector's Directive No. 23/2019 – Evaluation and management of the development of teaching, creative, managerial and other activities carried out by members of academic and scientific staff at TBU – was amended and relabeled as SR/07/2022. The UNI Director's Instruction (PŘ/02/2019 – Evaluation and management of the development of teaching, creative, managerial and other activities of members of academic and scientific staff at the University Institute of Tomas Bata University in Zlín) was amended as well, relabeled as PŘ/01/2022. Researchers have been made familiar with this document. The document is available at: https://uni.utb.cz/mdocs-posts/1-2022-hodnoceni-a-rizeni-rozvoje-pedagogickych-tvurcich-ridicich-a-dalsich-cinnosti-akademickych-a-vedeckych-pracovniku-univerzitniho-institutu-univerzity-tomase-bati-ve-zline/ https://uni.utb.cz/mdocs-posts/1-2022-rating-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/ The evaluators received training to learn and adopt the basic objectives, principles and tools of evaluating work activities. Prior to the date of each periodical annual employee review, each evaluator receives a brief training course to update work evaluation tools, which usually takes place as part of CPS Senior Management / UNI Advisory Council meetings.</p>

**Proposed
ACTIONS**

Proposed ACTIONS

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	<p>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. 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 applicants will be from abroad. Document – UNI/CPS Recruitment system Template for job position 10 % increase in applications Min. 1/4 of all applications from abroad</p>
(+/-) 13. Recruitment (Code)			

Proposed ACTIONS

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. 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/ The goal was met as early as in the previous period. The SŘ/04/2020 UNI Director's Guideline (Rules and procedures for filling scientist job positions at UNI) was amended and relabeled as SŘ/02/2023; the document covers the rules for recruitment and admission of new staff members. The document is available at: https://uni.utb.cz/wp-content/uploads/2024/01/SR-02_23-UNI_Vyberova-rizeni-vedeckych-pracovniku.pdf https://uni.utb.cz/wp-content/uploads/2024/01/SR-02-23-Rules-and-procedures-for-filling-scientist-job-positions-at-UNI.pdf The document entitled Template for job position produced earlier is available for the HR Department. Researchers have been made familiar with this document. The Action Plan provides for a 10% increase in the number of applicants. There is currently a slight decrease compared to 2021. This result is primarily due to the completion of projects based on mobility, the lingering consequences of the COVID-19 pandemic and economic & political changes in the world. The second indicator is the assumption that applicants from abroad shall be 1/4 of all candidates. This indicator is being met; for 2021–2023 the range was 38% to 53%.</p>

Proposed ACTIONS

Action 6	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Create Employee Handbook for UNI/CPS staff	(+/-) 12. Recruitment			
	(+/-) 22. Recognition of the profession			Top management will set up a work team to perform this action. Their task will be to prepare a UNI/CPS Employee Handbook by spring 2021. This handbook will help the UNI/CPS researchers to explain terms and conditions of their employment and it explains the processes and rules involved. It will contain issues like hours of work, pay, bank holiday compensation, holidays, sickness absence, maternity leave, individual grievance procedure, 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 department. Document – UNI/CPS Employee handbook
	(+/-) 23. Research environment			
	(+/-) 24. Working conditions			
	(+/-) 25. Stability and permanence of employment			
	(+/-) 26. Funding and salaries	Spring 2021	Top management	
	(+/-) 30. Access to career advice			
	(+/-) 31. Intellectual Property Rights			
	(+/-) 32. Co-authorship			
	(+/-) 34. Complains/ appeals			
(+/-) 35. Participation in decision-making bodies				

Proposed ACTIONS

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</p> <p>http://cps.utb.cz/en/employee-handbook The Employee Handbook document contains all the basic information on labour requirements and conditions, processes and rules of conduct at CPS. It is a summary of information on working hours, business travels, pay, bonuses, benefits, opportunities for meals, learning opportunities, days off, sick leave, complaint & disciplinary action handling etc. The Handbook is updated on a periodical basis – the last update was made in January 2024. The Handbook is available at the CPS website and is available to employees online. At the same time, the electronic version is emailed to each new employee. The Handbook is available at:</p> <p>https://cps.utb.cz/images/HRS4R/6_Pruka_pro_zamstnance_Akt_leden_2023%201.pdf</p> <p>https://cps.utb.cz/images/HRS4R/6.%20Employee%20Handbook%20akt.%20leden%202023.pdf</p>

Proposed ACTIONS

Action 7

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

GAP Principle(s)

(+/-) 14. Selection (Code)

(+/-) 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)

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

Spring 2020

Responsible Unit

HR Dept.

Indicator(s) / Target(s)

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 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 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 interview Template for interview feedback.

**Proposed
ACTIONS**

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: 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/ The SŘ/04/2020 UNI Director's Guideline (Rules and procedures for filling scientist job positions at UNI) was amended and relabelled as SŘ/02/2023; the document covers the rules for recruitment and admission of new staff members. Both templates, i.e. Template for job interview and Template for interview feedback, are available to the HR Department. Researchers have been made familiar with this document. The document is available at: https://uni.utb.cz/wp-content/uploads/2024/01/SR-02_23-UNI_Vyberova-rizeni-vedeckych-pracovniku.pdf https://uni.utb.cz/wp-content/uploads/2024/01/SR-02-23-Rules-and-procedures-for-filling-scientist-job-positions-at-UNI.pdf</p>

Proposed ACTIONS

Action 8

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

GAP Principle(s)

(+/-) 21. Postdoctoral appointments (Code)

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

Spring 2020

Responsible Unit

Operations management

Indicator(s) / Target(s)

Operations management 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 10 % increase in postdocs Min. 1/4 of all postdocs from abroad

Proposed ACTIONS

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, 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/ The SŘ/03/2020 UNI Director's Guideline (Post-doctoral student – definition of the term) is currently in force. Researchers have been made familiar with this document. 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/ The Action Plan provides for a 10% increase in the number of post-doctoral students. This is currently a 33% increase compared to 2018. This can be attributed mainly to students who successfully defended their PhD as part of their studies at UNI/CPS. The second indicator is the assumption that post-doctoral students from abroad shall be 1/4 of all candidates. This indicator is currently 15%. However, at the beginning of 2024, employment contracts are expected to be signed with students who successfully defend their PhD; a significant part of them are students from abroad.</p>

Proposed ACTIONS

Action 9

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

GAP Principle(s)

(+/-) 27. Gender balance

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

Spring 2020

Responsible Unit

HR Dept.

Indicator(s) / Target(s)

HR department 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 employed researchers are women Min. 1 female member in each selection committee.

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<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. The SR/07/2020 TBU Rector's Directive – Equal opportunities policy principles at Tomas Bata University in Zlín – is in force. Within the TBU, the Gender Equality Plan was produced and the Gender-sensitive Communication Handbook is expected to be published. The document is available at: https://www.utb.cz/gep/ https://www.utb.cz/en/university/career/equal-opportunities/ On 14 May 2021, SR/01/2021 UNI Director's Guideline (Equal opportunities for men and women) was issued. The document is available at: https://uni.utb.cz/mdocs-posts/sr-01-2021-rovne-prilezitosti-muzu-a-zen/ https://uni.utb.cz/mdocs-posts/dg-01-2021-equal-opportunities-for-men-and-women/ 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, at least 1/4 of all new incoming researchers shall be women. In 2021–2023, the percentage of new incoming females in relation to all incomers at UNI/CPS ranged from 47% to 68%; the indicator is being met. The second indicator is that there is at least one woman in the membership of a recruitment panel. This requirement has been set for the entire TBU earlier and is also routinely respected at UNI/CPS.</p>

Proposed ACTIONS

Action 10

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

GAP Principle(s)

(-/+ 28. Career 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 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.

Proposed ACTIONS

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: 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/ The SŘ/05/2020 UNI Director’s Guideline – Researcher career development at UNI research centres – is in force. 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 forms 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: 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>

Proposed ACTIONS

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			Operations management will set up a work team to perform this action. Their task will be to develop an internal UNI/CPS standard for supervisor's authority and responsibilities.
(+/-) 37. Supervision and managerial duties	Spring 2021	Operations management	Researchers will get acquainted with the document. Supervisors will be obliged to attend a course focused on adoption and acceptance of basic principles of supervision at least once a year. Document – UNI/CPS Supervision Min. 1 training for supervisors per year.
(+/-) 40. Supervision			
Current Status	Remarks		
COMPLETED	<p>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. In 2021, SŘ/4/2021 UNI Director's Guideline (Supervisor – definition of the term) was issued. Researchers have been made familiar with this document. The document is available at: https://uni.utb.cz/mdocs-posts/sr-04-2021-vymezeni-pojmu-supervizor/ https://uni.utb.cz/mdocs-posts/dg-04-2021-supervisor-definition-of-the-term/ Training courses have been completed, aiming at mastering and adopting the basic principles and conditions for performing the supervisor job at UNI/CPS.</p>		

Proposed ACTIONS

Action 12

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

GAP Principle(s)

(+/-) 38. Continuing Professional Development

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

Spring 2021

Responsible Unit

Top management

Indicator(s) / Target(s)

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 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.

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>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. Education and development is primarily ensured by the range of activities available from TBU. Notifications of courses are sent by email on a periodical basis and posted at the info point. The full range of courses is available at: https://www.utb.cz/orlz/kurzy/nabidka/ A plan of training and courses for continuous professional development is ready within UNI/CPS. The offering is available on the CPS website and posted as part of the information point 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. Training schedule: https://cps.utb.cz/images/HRS4R/akcni-plany/Plan%20skoleni.pdf https://cps.utb.cz/images/HRS4R/akcni-plany/en/Trainig_plan.pdf Training courses available for 2022: https://cps.utb.cz/images/HRS4R/akcni-plany/Nabidka%20skoleni%202022.pdf https://cps.utb.cz/images/HRS4R/akcni-plany/en/Training_offer_22.pdf Training courses available for 2023: https://cps.utb.cz/images/Nabdka%20kolen%202023.pdf https://cps.utb.cz/images/Training%20offer%2023.pdf Training courses available for 2024: https://cps.utb.cz/images/Nabdka%20kolen%202024.pdf https://cps.utb.cz/images/Training%20offer%2024.pdf</p>

Proposed ACTIONS

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 groups, at least twice a year. Document – Communication platform for UNI/CPS researchers Min. 2 workshops for research groups per year.

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<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, 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. In 2021, SŘ/05/2021 UNI Director's Guideline (Communication platform) was issued. UNI/CPS holds staff meetings twice per year – usually June and December. From February 2024 onwards, we anticipate to hold brief meetings on a monthly basis. The results for the past period were also communicated on the CPS' website in the form of brief updates. The UNI Advisory Council (in the form of the CPS meeting until the end of 2022) meetings take place bi-monthly. Vertical communication will be supported by a new goal within the Action Plan for the next period. Researchers have been made familiar with this document. The document is available at: https://uni.utb.cz/mdocs-posts/sr-05-2021-komunikacni-platforma/ https://uni.utb.cz/mdocs-posts/dg-05-2021-communication-platform/</p>

Proposed ACTIONS

Action 14

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

GAP Principle(s)

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

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 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, 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 groups, at least once in a year. Document – Communication platform for UNI/CPS researchers and entire TBU community Min. 1 workshop for researchers and TBU community per year

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<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. The TBU's internal standard was not issued in the form as expected. Communication regarding results takes place via the TBU's website, and above all via the TBU's newsletter, which every student/employee receives in their email once per month. https://www.utb.cz/archiv-aktualit/ https://www.utb.cz/en/news-archive/</p>

Proposed ACTIONS

Action 15

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

GAP Principle(s)

(+/-) 12. Recruitment

(+/-) 24. Working conditions

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

Spring 2022

Responsible
Unit

HR Dept.
UNI/CPS

Indicator(s) / Target(s)

The aim is to provide a Welcome Office to UNI/CPS employees from abroad as a 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 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

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>The Welcome Office Service is primarily provided by the International Office. Communication with new employees is supported by the TBU's and UNI/CPS' HR departments. The procedure is embedded in the document entitled: Procedure: https://cps.utb.cz/images/Welcome%20office%20postup%20CZ.pdf https://cps.utb.cz/images/HRS4R/akcni-plany/en/Welcome_office_procedure_EN.pdf The Welcome Office Handbook is included, which complements the Employee Handbook. Handbook https://cps.utb.cz/images/Welcome%20office%20pruka%20CZ%20akt.%20erven%202023.pdf https://cps.utb.cz/images/HRS4R/akcni-plany/en/Welcome_office_pruka_EN_akt_erven_2023.pdf The Welcome Office Service is primarily provided by the International Office. Communication with new employees is supported by the TBU's and UNI/CPS' HR departments. The procedure is embedded in the document entitled: Procedure: https://cps.utb.cz/images/Welcome%20office%20postup%20CZ.pdf https://cps.utb.cz/images/HRS4R/akcni-plany/en/Welcome_office_procedure_EN.pdf The Welcome Office Handbook is included, which complements the Employee Handbook. Handbook https://cps.utb.cz/images/Welcome%20office%20pruka%20CZ%20akt.%20erven%202023.pdf https://cps.utb.cz/images/HRS4R/akcni-plany/en/Welcome_office_pruka_EN_akt_erven_2023.pdf</p>

Proposed ACTIONS

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			
(+/-) 3. Professional responsibility			
(+/-) 7. Good practice in research			
(+/-) 8. Dissemination, exploitation of results			
(+/-) 9. Public engagement	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 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 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
(++) 10. Non discrimination			
(+/-) 11. Evaluation/ appraisal systems			
(+/-) 24. Working conditions			
(+/-) 25. Stability and permanence of employment			

**Proposed
ACTIONS**

Current Status	Remarks
COMPLETED	The Welcome Day Service is primarily provided by the TBU's and UNI/CPS' HR Departments. This Service is supported by the Employee Handbook. The procedure is embedded in the document entitled: https://cps.utb.cz/images/HRS4R/akcni-plany/Welcome_day_-_postup.pdf https://cps.utb.cz/images/Welcome%20day%20-%20postup%20EN.pdf

Proposed ACTIONS

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 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 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
(+/-) 36. Relation with supervisors			
(+/-) 37. Supervision and managerial duties			

**Proposed
ACTIONS**

Current Status	Remarks
COMPLETED	The working group produced a document entitled Individual Adaptation Plan. This plan is communicated with each new employee; individual goals are added and, subsequently, the compliance is checked and evaluated. The HR Department has this document available at: https://cps.utb.cz/images/HRS4R/akcni-plany/Individualni%20adaptacni%20plan_final.pdf https://cps.utb.cz/images/HRS4R/akcni-plany/en/Individuln%20adaptan%20pln_final_ANG.pdf

Proposed ACTIONS

Action 18

Encourage employee engagement in the process of implementing the HRS4R at UNI/CPS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 35. Participation in decision-making bodies	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.
(+/-) 38. Continuing Professional Development			

**Proposed
ACTIONS**

Current Status	Remarks
COMPLETED	<p>In order to increase the awareness of staff about HRS4R at UNI/CPS, a plan was developed to support the HRS4R activity and is assumed to contribute to the formation of a desirable corporate culture. The plan is available on the website and also at the info point: https://cps.utb.cz/images/HRS4R/akcni-plany/PODPORENI%20AKTIVITY%20HRS4R.pdf https://cps.utb.cz/images/HRS4R/akcni-plany/en/PODPORENI_AKTIVITY_HRS4R_anj.pdf As part of supporting the HRS4R implementation activity, a questionnaire survey was conducted, focusing on the opinions of UNI/CPS employees on the degree of application of individual EC&C principles; there were the same questions as in 2018. Information and results of the questionnaire are available at: https://cps.utb.cz/hrs4r-hr-award/infopoint/aktualni-faze https://cps.utb.cz/en/hrs4r-hr-award/infopoint/the-current-stage</p>

Proposed ACTIONS

Action 19

Implement a transparent employee rating system

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 11. Evaluation/appraisal systems			
(-/+) 26. Funding and salaries	March 2024	HR Dept. UNI/CPS, UNI/CPS' Senior Management	: Document, internal standard
(-/+) 28. Career development			
(+/-) 29. Value of mobility			

Current Status

Remarks

NEW

Description of the measure: The aim is to implement a system of transparent remuneration based on clear principles emphasizing the building of long-term cross-sector cooperation and international cooperation in research and development on the basis of the proven UNI/CPS' employee rating system. HR Dept. UNI/CPS to set up a working group to execute this action. The task will be to establish a system by spring 2024, which will be embedded in an internal standard.

Proposed ACTIONS

Action 20

Create a strategy for the effective development and sustainability of the UNI/CPS' infrastructure for the needs of modern society

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 23. Research environment	June 2024	UNI/CPS' Senior Management	Document, strategy, action plan
(+/-) 24. Working conditions			
Current Status	Remarks		
NEW	Description of the measure: The aim is to create a strategy and action plan in the area of effective use of the UNI/CPS' infrastructure with an emphasis on the up-to-date equipment of the Centre, its usability for carrying out top-quality research in polymer sciences and cooperation with the field. HR Dept. UNI/CPS to set up a working group to execute this action. The task will be to establish a strategy and action plan by June 2024.		

Proposed ACTIONS

Action 21

Promote the development of professional competencies of staff ensuring the completion and development of University-wide degree programs

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 33. Teaching	December 2024	HR Dept. UNI/CPS,	Document, training plan
(+/-) 38. Continuing Professional Development		Senior Management	
Current Status	Remarks		
NEW	Description of the measure: The aim is to enhance the professional competences of UNI/CPS' staff in order to increase the quality of the study setting at UNI/CPS, which is directly related to educating junior researchers and boosting the staff infrastructure of UNI/CPS. HR Dept. UNI/CPS to set up a working group to execute this action. The task will be to establish a plan of learning activities – in terms of content and timeline – by the end of 2024.		

Proposed ACTIONS

Action 22

Equal representation of UNI academic staff within the TBU's Academic Senate

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 10. Non discrimination	December 2024 /	UNI/CPS'	Document, specifying the goal, setting up formal communication between liaisons of UNI academic staff and students and negotiations with TBU's Senior Management
(+/-) 35. Participation in decision-making bodies	January 2025	Senior Management	
Current Status	Remarks		
NEW	Description of the measure: Develop a draft for negotiations and initiate negotiations with TBU's Senior Management regarding equal representation of UNI's academic staff within the TBU's Academic Senate. The aim is to ensure participation in decision-making and a fair approach to staff belonging to the University Institute, including students of University-wide degree programmes who are pursuing their studies at UNI. UNI/CPS' Senior Management to set up a working group as part of completing this action. The task will be to formulate goals by the end of 2024, set up a formal communication structure and negotiations with the TBU's Senior Management.		

Proposed ACTIONS

Action 23

Develop a system of vertical communication at UNI/CPS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 3. Professional responsibility			
(+/-) 4. Professional attitude			
(+/-) 8. Dissemination, exploitation of results			
(+/-) 20. Seniority (Code)	February 2024	UNI/CPS' Senior Management	Meetings held
(-/+) 28. Career development			
(+/-) 32. Co-authorship			
(+/-) 36. Relation with supervisors			
(+/-) 40. Supervision			
Current Status	Remarks		
NEW	Description of the measure: The aim is to introduce periodical meetings of UNI/CPS' Senior Management with staff (once per month). Increased emphasis will be placed on the transfer of information from TBU's Senior Management to UNI/CPS employees and from employees to UNI/CPS' Senior Management.		

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, multiple links must be comma separated *:

URL *:

<https://cps.utb.cz/en/hrs4r-hr-award> (<https://cps.utb.cz/en/hrs4r-hr-award>)

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.

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>

<p>1 Set up the internal UNI/CPS standard for the recruitment of employees</p>	<p>Spring 2020</p>	<p>HR Dept.</p>	<p>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.</p> <p>Document – UNI/CPS Recruitment system</p> <p>Template for job position</p> <p>10% increase in Applications</p> <p>Min. 1/4 of all applications from abroad</p> <p>Related to Action plan, Action 5</p>
<p>2 Use relevant job portals/employment websites for staff recruitment</p>	<p>Spring 2020</p>	<p>HR Dept.</p>	<p>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.).</p> <p>Related to Action plan, Action 5</p>

<p>3 Set up the internal UNI/CPS standard for the selection procedure</p>	Spring 2021	HR Dept.	<p>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.</p> <p>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.</p> <p>Document – UNI/CPS Selection procedure system</p> <p>Template for job interview</p> <p>Related to Action plan, Action 7</p>
<p>4 Ensure the necessary communication with candidates within UNI/CPS selection procedure, including feedback after its completion.</p>	Spring 2021	HR Dept.	<p>Candidates will be informed after the selection process about the strength 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>
<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.</p>	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>
9 Ensure a recognition and evaluation of researchers's seniority 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>

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

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)

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 recruitment processes (OTMR principles), emphasis is placed on a formalised 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.

In 2023, the SŘ/04/2020 UNI Director’s Guideline – Rules and procedures for filling scientist job positions at UNI – was amended. 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 – SŘ/02/2023.

The produced templates that form part of the Guideline are another basis for complying with the OTM-R principles. 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 as recruitment and admission processes at UNI/CPS are underway.

Researchers have been made familiar with the documents.

The document is available at:

https://uni.utb.cz/wp-content/uploads/2024/01/SR-02_23-UNI_Vyberova-rizeni-vedeckych-pracovniku.pdf (https://uni.utb.cz/wp-content/uploads/2024/01/SR-02_23-UNI_Vyberova-rizeni-vedeckych-pracovniku.pdf)

<https://uni.utb.cz/wp-content/uploads/2024/01/SR-02-23-Rules-and-procedures-for-filling-scientist-job-positions-at-UNI.pdf>
(<https://uni.utb.cz/wp-content/uploads/2024/01/SR-02-23-Rules-and-procedures-for-filling-scientist-job-positions-at-UNI.pdf>)

Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the award renewal phase. The extended version of the reviewed HR strategy including the OTM-R policy and actions should be published on your organisation's website.

4. Implementation process

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

Tomas Bata University in Zlín, (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.

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 individual steps gradually fulfilled the individual indicators of AP actions. The staff awareness of HRS4R increased; seminars, staff meetings, and other events took place. There were working group meetings to move the project forward; the project management was regularly the subject of Senior Management's meetings.

In March 2021, the UNI/CPS' Interim Assessment Internal Review was prepared and submitted on the HRS4R implementation process, followed by EC assessment – Evaluation of steps to implement HRS4R at UNI/CPS by EC's external evaluators (<https://cps.utb.cz/hrs4r-hr-award/infopoint/aktualni-faze> (<https://cps.utb.cz/hrs4r-hr-award/infopoint/aktualni-faze>)).

Subsequently, numerous steps were taken to shift the strategic management of the research organization, the strategic setting and development of internal evaluation, the strategic setting and development of international cooperation in research and development and internationalization, the strategic setting and development of cross-sectoral cooperation, and the strategic setting and development of popularisation. As part of the Action Plan, new goals were planned and achieved.

Currently, UNI/CPS seeks to successfully defend the HR Award. A working group was set up, which was active in developing this document. A repeated questionnaire survey was completed among the UNI/CPS staff, which compared views and feelings about the compliance with each of the EC&C principles when implementing HRS4R. The results of the repeated questionnaire survey executed among UNI/CPS staff confirm that the gradual implementation of HRS4R measures brings good results in the assessment of the application of each of the EC&C principles in the management of UNI/CPS. Based on the evaluation of the results of the repeated questionnaire survey, new measures were determined for the Action Plan, which UNI/CPS has already started addressing. The implementation of HRS4R focused on the application of individual EC&C principles is a permanent, organic part of the strategic management of UNI/CPS.

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

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.

A working group was formed with the participation of UNI/CPS scientists. The group prepared a repeated questionnaire survey aimed at evaluating the shift in the opinions of UNI/CPS employees regarding the compliance with uniform EC&C principles in UNI/CPS' management. The evaluation of the results of the questionnaire survey served as a basis for the working group to identify strengths and weaknesses as well as define new measures for AP. Subsequently, the internal evaluation was completed and further discussed as part of UNI's Senior Management – Advisory Council meetings.

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



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' comments were significant to overcome the Gap and execute the Action Plan).

(iv) During the continued implementation of AP: As part of amending internal standards issued earlier, popularisation plans for the respective years, as part of setting the internal standard for equal opportunities of men and women and for supervisor's responsibilities, as part of creating a communication platform for UNI/CPS researchers and as part of testing the Welcome

Office and Welcome Day services.

Scientific staff members were involved in the repeated questionnaire survey of perceiving the application of the EC&C principles some years apart; this also involved an instigation to define new measures for the AP.

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



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.

The implementation process and the activities of work teams are supervised by the Steering Committee, led by the Director of CPS. The meetings of the Steering Committee take place periodically during the meetings of UNI/CPS management. The 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 the Action Plan.

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

*



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+
- Implementation Plan of the Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for years from 2021+
- Strategy of Human Resource Management of Tomas Bata University in Zlín.
- Gender Equity Plan

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.

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



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 proceeded 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', and young perspective researchers' profiles 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 institutions bring the required experience level as well as contacts for further collaboration.

Knowledge and Excellence sharing and transferring: The novel information, results, and achievements must be shared and transferred to the 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 school 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.

How are you monitoring progress (timeline)?*



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.

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



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 evaluated 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 was developed by each of the responsible units. Subsequently, based on the evaluation of the results of a repeated questionnaire survey regarding the application of EC&C principles in the management of UNI/CPS, a self-assessment was completed by the working group and further discussed within the UNI's Senior Management – Advisory Council.

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

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.

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> (<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).
8. Specific actions are implemented to support the implementation of HRS4R; repeated questionnaire surveys bring data needed to determine more measures for the AP implementation of HRS4R, which is an organic part of the strategic management of UNI/CPS.