

## Action Plan

**Case number:** 2018CZ339020

**Name Organisation under review:** Faculty of Mechanical Engineering of the University of West Bohemia

**Organisation's contact details:** Univerzitní 22, Pilsen, 306 14

**Submission date:** 18/10/2018

### 1. Organisational Information

*Please provide a limited number of 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 *               | 73,63    |
| Of whom are international (i.e. foreign nationality) *   | 2,71     |
| Of whom are externally funded (i.e. for whom the organisation is host organisation) *  | 0        |
| Of whom are women *  | 11,77    |
| Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. * | 14,64    |
| Of whom are stage R2 = in most organisations corresponding with postdoctoral level *   | 40,53    |
| Of whom are stage R1 = in most organisations corresponding with doctoral level *   | 15,95    |
| Total number of students (if relevant) *   | 1215     |
| Total number of staff (including management, administrative, teaching and research staff) *  | 195,29   |
| RESEARCH FUNDING (figures for most recent fiscal year)   | €        |
| Total annual organisational budget   | 10511950 |
| Annual organisational direct government funding (designated for research)  | 1144387  |
| Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding) | 1051045  |
| Annual funding from private, non-government sources, designated for research   | 230853   |

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

University of West Bohemia in Pilsen (UWB) currently has 12,000 students, 9 faculties with nearly 60 departments, and 2 university institutes. Prospective UWB students can choose from a wide variety of Bachelor, Master, and Doctoral study programs.

The Faculty of Mechanical Engineering (FME) is one of nine faculties of the UWB and one of the oldest. FME relies on collaboration with technical universities and institutions of higher education in the Czech Republic and abroad, as well as with the industrial sector. FME operates two excellent research and development centres: the Regional Technology Institute (RTI) and Power Engineering Research Centre (VVRČ).

**2. Strengths and weaknesses of the current practice**

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

**Note:** Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

**Strengths and Weaknesses (max. 800 words)****STRENGTHS**

- Freedom of research is stipulated by the Act on Higher Education, as amended (Act 137/2016 Coll.). At UWB and FME, that freedom is guaranteed by the Statute of UWB, the Statute of FME, and by the Code of Conduct of UWB. The questionnaire survey showed that 80% of respondents believe that research activities at FME are sufficiently free and the ethical norms of research and corresponding ethical codes are beneficial for their work. Research and development at FME concentrates in the RTI FME, and in the VVRC FME. Apart from research and development activities, RTI FME and VVRC FME provide project administration and research support (marketing, law, and quality).
- In conformance to legislation, protection of intellectual property is governed by the Rector's Directive on Protection of Intellectual Property and Transfer of Knowledge (11R/2014). The administrator of intellectual property protection is the Projects Centre of UWB, which is in charge of methodical assistance and other activities covered by this policy. Within the framework of UWB, the Technology Transfer Department, is established; it has at its disposal experts for protection of intellectual property rights, and technology transfer. Also, a Technology Transfer Council, with representation of experts from the industry has been established. Commercialisation of research findings at UWB is supported through the Technology Transfer Department, whose task is to support research projects and researchers. RTI FME has a manager for commerce, technology transfer, and protection of intellectual property.
- Organisational Regulations of UWB define special sections which have been established to safeguard the professional approach of researchers employed at UWB. These are the sections:

*Section of the Vice-Rector for Knowledge and Technology Transfer*

*Section of the Vice-Rector for Research and Development*

*Section of the Vice-Rector for Development and External Relations*

- UWB has implemented processes for submission of projects, realisation of contractual research, teaching, theses and dissertations. Project management is transparent and respects the principles of responsibility towards the customer, investors, the University, and the public. FME organises the strategic planning of the projects in consideration of the current requirements of the stakeholders (companies and call organisers).
- UWB uses an internal control system to deliver an environment for economically effective and efficient performance of activities, and for timely identification and minimisation of potential risks (Rector's Directive 41R/2005). UWB also operates an Internal Audit Division which carries out independent internal audits within UWB. The division controls adherence to legislation and internal regulations and norms of the University; verifies whether the data in financial, accounting and other documents truly represents the assets, the funding sources and their management; examines on a random basis whether operations are economical, effective and efficient, as well as the appropriateness and effectiveness of the internal control system.

- Occupational health and safety and continuous improvement of the working environment represent basic obligations of the employer; these obligations are codified by the Work Code, by the Collective Agreement of UWB and by Rector's Directive (22R/2011) Occupational Health and Safety. A Risk Management System is present at UWB, a Legal and Risk Management Division, as well as a Risk Management Committee.
- Distribution of research results is provided continuously on two levels – expert and general. The expert public is informed about research projects via presentations in conferences, competition shows, and publications in expert journals. The general public is presented research findings by the marketing department at popular science events, in the press, regional TV, the website, social media, etc.
- UWB is an open, multi-field education institution whose mission is to offer equal opportunities for education and creative activities. In all its internal documents, FME subscribes to equal opportunities to everyone- in regards to their gender, age, ethnic, national, or social heritage, religion or belief, sexual orientation, language, physical disability, political views, social and economic conditions. FME promotes equal and just conditions for men and women. The research conducted at FME suggests that nearly 80% of respondents have not experienced any discrimination at the workplace.

#### WEAKNESSES

- The Code of Conduct of UWB needs to be amended to include ethical principles for researchers.
- A functional system is not present at UWB for reporting and addressing suspected unethical behaviours, including independent assessment of suspected breaches of ethical principles and provision of confidential, informal assistance (the position of an Ombudsman).
- UWB does not have in place a system for establishing and supporting business incubators for alumni, spin-off, and start-up companies.
- Presentation of findings do not fully reflect the status of achievement in science and research activities. Precisely 34.07% of respondents recognise potential in improvement of presentation of results to the public.
- Amend the intra-faculty communication rules; a high level of employee awareness is a condition for competitiveness of FME as it grants the system's ability to perform, provides efficient operation, increases the motivation of employees, provides feedback to each individual, and is the assumption for development and innovation.



### Strengths and Weaknesses (max. 800 words)

#### STRENGTHS

- The general process of hiring academic staff at UWB is addressed by the Selection procedure regulations for UWB academic staff recruitment. Job vacancies are posted on the UWB website for 30 days.
- The document also specifies the composition and activities of the Recruitment Committee. The Selection Committee (of no less than three members) for the hiring procedure is nominated by the originator, together with a notification on the commencement of the hiring procedure (see Article 3 of Selection procedure regulations for UWB academic staff recruitment). The composition of the Recruitment Committee is meticulously selected so that it contains representatives of various expert fields and offers a suitable ratio of men and women. Principal attention of FME's Recruitment Committee is given to the candidate's abilities in the field of research as well as to the number of publications and excellent results achieved in their professional career. The assessment criteria, such as teaching, supervision, teamwork, transfer of knowledge and activities in popularisation of science and research are always perceived as positives.
- Requirements for the recruitment of new staff (qualifications) are established in conformance to the Internal Wage Regulations of UWB and the job descriptions. At FME, the recruitment and hiring of academic and other staff is conducted in a non-discriminating manner in accordance to transparent requirements and criteria (see the Career Regulations of FME) and its research centres. FME has detailed recruitment and hiring conditions for academic and other employees. Job vacancies at RTI FME are published on its website and in public job portals (e.g. jobs.cz).
- Description of job vacancies at FME contain wide descriptions of the required skill and knowledge, descriptions of the working conditions, and include career development prospects. FME job candidates are asked to present a detailed CV (e.g. researchers can attach a list of publications, patents, inventions, etc.). No education institution is preferred where the candidate's required qualifications have been earned.
- The selection process at FME consists of several parts. The selection process includes a practical segment where the candidate demonstrates the competences required for the position offered. The creativity, degree of autonomy, and all professional experience in the candidate's professional life are considered as added value in the candidate's professional life. Practically documented results achieved during the candidate's professional career and their qualifications tend to be balanced (theory and practice), in regard of the position in question. Any other certificates of study at Lifelong Learning Institutions are seen positively as the candidate's willingness for continuous study.
- Each mobility experience, e.g. stays in abroad or in other research facilities (public or private), as well as change of the field or industry, be it in the early stages of researcher studies or later in the researcher career stage, including experience with virtual mobility, is considered a valuable contribution made by the FME job candidate. Mobility of the employees and doctoral students is supported at FME, as it is considered a crucial component of personal development. This component is apparent in the questionnaire survey, with nearly 80% of respondents stating that FME adequately supports mobility to institutions in abroad (responses of YES and rather YES).
- Recognition of higher education abroad and evaluation of academic and expert qualifications is

governed by Rector's Provision 15R/2009.

- The survey conducted with current FME employees indicates that a vast majority of them regards the selection procedure at FME which they have experienced (as candidates) within the past two years as sufficiently clear and fair.

#### WEAKNESSES

- OTM-R Policy has not been defined and implemented as per the requirements of the Charter and Code.
- Recruitment and selection of researchers does not have all its aspects
- anchored in the system – a revision of the Code of Conduct for Recruitment of Academic Staff is required to include the requirements for recruitment, selection, and hiring of researchers in conformance with the Code of Conduct for Recruitment of Researchers.
- Advertisements for job vacancies have not been posted on the Euraxess website.
- Currently, no regulation, policy, or rule exists that would specifically address the hiring of employees at post-doctoral positions. Post-doctoral researchers are hired on the level of Junior Researcher.

**Strengths and Weaknesses (max. 800 words)****STRENGTHS**

- Internal Compensation Regulations of UWB define the categories of scientists, researchers, and development staff, and their classification into pay grades (in conformance with the qualification background, education, and the framework characteristics of the position responsibilities). FME observes the Career Regulations of FME and Internal Compensation Regulations of UWB, in accordance to the Principles of Quality Assurance in teaching, creative, and related activities. RTI FME observes the Career Regulations of RTI, which classifies researchers into the positions of Junior Researcher, Researcher, and Senior Researcher (the categories are equivalent to EU Researcher Categorisation from R1 to R4).
- Care for employees and continuous improvement of the working environment is modified by the Collective Agreement established between the management of the University and the trade unions; the Collective Agreement specifies employee benefits (holiday, flexible working hours, part-time job scheme and days off for sole parents of children up to 10 years of age or employees looking after a person requiring special care, meal subsidies, home office, daycare centre, renting a flat, etc.).
- Working conditions in the research environment are governed by the operating policies of the individual laboratories. All employees of UWB undergo medical checks and participate in regular training in Health and Safety and Fire Protection. RTI FME have high-quality research facilities at their disposal in a fully accessible building. The survey conducted at FME suggests that nearly 80% of respondents consider their working conditions (e.g. the working environment, equipment, further education possibilities), as adequate for their work; 91.12% of respondents feel the conditions allow them to achieve work/life balance (e.g. in terms of looking after children or other family members and developing the scientific career).
- In conformance with the Directive of the Council 1999/70/EC, all FME employees with fixed-term contracts have identical working conditions to those of employees with permanent contracts. Multiple extensions of fixed-term contracts for employees working on projects are also allowed by the Collective Agreement of UWB in force. The research conducted at FME indicates that over 60% of respondents with fixed-term contracts stated they didn't mind the situation.
- Financial compensation of employees is stipulated in the Internal Wage Regulations of UWB. UWB operates the OBD database for recording of results of creative activities. Co-authors are registered and shown in the database of findings with a percentage of their contribution. The research conducted at FME indicates that over 70% of respondents do not recognise any problems in publishing research results.
- FME offers equal opportunities to men and women and provides working conditions for researchers of each gender to combine family life, children care, work and career development.
- For their personal and professional development, employees of UWB can use the services of the university library, access to international full-text databases, special courses and training, conferences, stays, etc. In terms of lifelong learning, FME uses a set of courses for its employees. Development of language competencies is offered via the International Summer Language School or via courses offered by the Institute of Applied Language Studies (UJP).

- FME employs efforts to support talented Master students and offers them the possibility of doctoral study together with the possibility of international mobility as well as participation in real-life projects from industry practice.
- Mobility in the professional career of every researcher is considered a positive experience. FME has prepared a plan of mobilities for the application sphere and abroad; this is based on the study, science, and research needs of the research teams and their partners.
- UWB operates an Information and Advisory Centre which is a comprehensive system of study, social, psychology, and legal services.
- Intellectual property rights are defined by the Ethical Code of UWB. Methodological support is provided by UWB's Project Centre and the Technology Transfer Department.

#### WEAKNESSES

- The definition of scientist in the compensation regulations does not fully conform to the definition of researcher in the Frascati Manual; in result, we do not have all staff defined for HR Excellence in Research.
- Gender balance is not monitored (composition of Selection Committees, representation on various management levels).
- FME departments have obsolete equipment in the interiors (offices and hallways), yet modernisation is planned which will deliver improvement in this aspect.
- It is necessary to strengthen feedback with FME employees in their awareness and orientation in the UWB environment.



**Strengths and Weaknesses (max. 800 words)**

The Training and Development has generally received rather positive answers; although most of the assessed aspects showed minor opportunities for improvement, no gaps were too large.

**STRENGTHS**

- Researchers at UWB are classified into pay grades according to their education; general specification of the range of their R&D activities is specified for those grades. A detailed account of their activities is provided in the job description.
- Each researcher has a person nominated as their superior or supervisor; in most of the cases, this is the team leader or the head of relevant organisational unit.
- One of the tasks of Senior Researchers at FME is participation in the formation of new researchers; the Senior Researcher usually acts as the supervisor (or Head of RTI laboratories or Head of the Working Group at VVRC). Junior Researchers participate in the formation of new researchers typically as specialist consultants; they also participate in the application of R&D results in teaching.
- In terms of organisation, research teams are separated from the administration department. Project teams are formed which investigate research projects. Project groups also include starting researchers and doctoral students. The rights and obligations of doctoral studies at the University are governed by the Study and Examination Regulations of UWB. The study is carried out under expert and organisational guidance of the supervisor, who regularly, after the end of the academic year, prepares an assessment of the study by their student, and submits it to the Study Field Board.
- UWB's Career Policy and Ethical Code govern the obligations of each academic staff member in terms of continuous development of skill, expansion, and growth of knowledge and skill in their field as well as general educational activities. All FME employees and students in all stages of the career and regardless of their contract are offered opportunities for professional development. The researchers' attitude to education and continuous development is regularly assessed by FME management in terms of approach, application, and efficiency in the improvement of skill, ability, and employability.
- Support of career development of FME employees through systematic lifelong learning is offered especially via relevant educational activities organised by UWB (Institute of Lifelong and Distance Learning), or its components, and via permission of professional study stays and participation of FME employees in conference events related to career development. The Institute of Applied Language Studies supports language training of FME employees. Another component of professional development of researchers is targeted mobility, stays at industry partners, and in research centres in the Czech Republic and abroad.
- All FME employees and students in all stages of their career, regardless of their contract are offered opportunities for education and continuous professional development. The researchers' attitude towards education and continuous development is regularly assessed by FME management in terms of approach, application, and efficiency in the improvement of skill, ability, and employability.
- For all FME employees (in the early and later stages of their careers), their first line supervisor is the person in charge of setting their job responsibilities and offering feedback. For researchers, this role is typically held by their team leader. For doctoral students, the supervising person is their supervisor.

## WEAKNESSES

- Career development plans do not exist for all researchers, not all researchers are subject to assessment.
- On the UWB level, education and development for experienced researchers is not secured in terms of their roles as experts and supervisors, project coordinators, directors, inspectors, instructors, career development advisers, or science communicators.
- This analysis has identified the need of education in other areas as well (such as ethics, commercialisation of R&D results, etc.) which are not currently well covered by the offer.

### 3. Actions

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s):

<http://fsthaward.zcu.cz/index.php/aktivita-a-dokumenty/>

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

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

| No | Proposed ACTIONS   | GAP Principle(s)                     | Timing (at least by year's quarter/semester) | Responsible Unit                                   | Indicator (s) / Target (s)   |
|----|--|--------------------------------------|--|--|--|
| 1  | (UWB) Provide that the principles of the Charter and Code as well as relevant strategic activities are included in the Strategic Intent of UWB for 2021-2025 | (+/-) 3. Professional responsibility | 4Q/2020                                      | Vice-Rector for Development and External Relations | Strategic Intent of UWB for 2021-2025 organically includes priorities as per the Charter and Code. |

| No | Proposed ACTIONS  | GAP Principle(s)   | Timing (at least by year's quarter/semester) | Responsible Unit   | Indicator (s) / Target (s)   |
|----|---|--|--|--|--|
| 2  | (UWB) Amend the Ethical Code of UWB so that it also applies to researchers and conforms to the requirements of the Charter and Code, including specification of procedures for safe whistleblowing against breaches of the principles stipulated by the Ethical Code. | (+/-) 2. Ethical principles<br>(-/+ ) 10. Non discrimination<br>(-/+ ) 27. Gender balance<br>(-/+ ) 34. Complains/ appeals | 1Q/2019                                      | HR Manager of UWB  | Amended Code of Conduct is approved.   |
| 3  | (UWB) Prepare a training programme on how to identify the symptoms of breaches of the ethical principles stipulated by the Ethical Code and on what employees must do when such suspicion has arisen.   | (+/-) 2. Ethical principles<br>(-/+ ) 10. Non discrimination<br>(-/+ ) 27. Gender balance<br>(-/+ ) 34. Complains/ appeals | 2Q/2019                                      | HR Manager of UWB in cooperation with the Institute of Lifelong Learning | The training programme has been prepared, including the content and trained instructors. |

| No | Proposed ACTIONS   | GAP Principle(s)                         | Timing (at least by year's quarter/semester) | Responsible Unit                     | Indicator (s) / Target (s)  |
|----|--|--|--|--------------------------------------|---|
| 4  | (UWB) Prepare a system of software support for evaluation of research (centralisation of information from already available sources across the entire UWB) in relation to individual employees, as data support for employee assessment. | (-/+ ) 11. Evaluation/ appraisal systems | 4Q/2019                                      | Vice-Rector for Science and Research | The system has been prepared and is functional.                             |
| 5  | (UWB) Prepare a process for assessment of UWB employees that would allow checking whether assessment is in progress.   | (-/+ ) 11. Evaluation/ appraisal systems | 2Q/2019                                      | HR Manager of UWB                    | The Directive "Assessment of UWB Employees" has been prepared and approved. |
| 6  | (UWB) Include adherence to the Directive "Assessment of UWB Employees" in the internal audit plan for 2019 and further if necessary.   | (-/+ ) 11. Evaluation/ appraisal systems | Continuously (first inspection 4Q/2019)      | Rector of UWB                        | Internal audit on adherence to the directive has been conducted.            |

| No | Proposed ACTIONS  | GAP Principle(s)  | Timing (at least by year's quarter/semester) | Responsible Unit                                   | Indicator (s) / Target (s)  |
|----|---|---|--|--|---|
| 7  | (UWB) Amend the existing Code of Conduct for Recruitment of Academic Staff at UWB" or replace it with new regulation so that it applies to all researchers and administrative staff and contains all the major principles as per the analysis of the gaps identified at the 12-21 Analysis, all relevant issues from the Checklist, and conforms to the OTM-R Policy. | (-/+ ) 12.<br>Recruitment   | 4Q/2019                                      | HR Manager of UWB in cooperation the Rector of UWB | Amended Selection procedure regulations or new internal regulation has been approved and posted at the UWB website. |
|    |   | (-/+ ) 13.<br>Recruitment (Code)                                  |  |  |   |
|    |   | (-/+ ) 14.<br>Selection (Code)                                    |  |  |   |
|    |   | (-/+ ) 15.<br>Transparency (Code)                                 |  |  |   |
|    |   | (-/+ ) 16. Judging merit (Code)                                   |  |  |   |
|    |   | (-/+ ) 17.<br>Variations in the chronological order of CVs (Code) |  |  |   |
|    |   | (-/+ ) 18.<br>Recognition of mobility experience (Code)           |  |  |   |
|    |   | (+/-) 19.<br>Recognition of qualifications (Code)                 |  |  |   |
|    |   | (+/-) 20.<br>Seniority (Code)                                     |  |  |   |
|    |   | (-/+ ) 21.<br>Postdoctoral appointments (Code)                    |  |  |   |

| No | Proposed ACTIONS  | GAP Principle(s)  | Timing (at least by year's quarter/semester)  | Responsible Unit                             | Indicator (s) / Target (s)  |
|----|---|---|---|--|---|
| 8  | (UWB) Have selected documents translated into English that are important for prospective and current employees. | (-/+ ) 12.<br>Recruitment   | Continuously – by 10/2022, English translations will be provided of the strategic documents as well as of the directives included in this Action Plan | Selected Coordinator from the Project centre | Selected documents, especially the strategic documents and regulations included in this Action Plan in their English versions are available at the websites of UWB and its parts. |
|    |   | (-/+ ) 13.<br>Recruitment (Code)                                  |   |  |   |
|    |   | (-/+ ) 14.<br>Selection (Code)                                    |   |  |   |
|    |   | (-/+ ) 15.<br>Transparency (Code)                                 |   |  |   |
|    |   | (-/+ ) 16. Judging merit (Code)                                   |   |  |   |
|    |   | (-/+ ) 17.<br>Variations in the chronological order of CVs (Code) |   |  |   |
|    |   | (-/+ ) 18.<br>Recognition of mobility experience (Code)           |   |  |   |
|    |   | (+/-) 19.<br>Recognition of qualifications (Code)                 |   |  |   |
|    |   | (+/-) 20.<br>Seniority (Code)                                     |   |  |   |
|    |   | (-/+ ) 21.<br>Postdoctoral appointments (Code)                    |   |  |   |

| No | Proposed ACTIONS  | GAP Principle(s)   | Timing (at least by year's quarter/semester) | Responsible Unit   | Indicator (s) / Target (s)  |
|----|---|--|--|--|---|
| 9  | (UWB) Amend the Career Regulations of UWB including the findings from the analysis.                   | (-/+ ) 28. Career development<br><br>(-/+ ) 33. Teaching   | 2Q/2019                                      | HR Manager of UWB  | Career Regulations of UWB have been amended, approved, and published. |
| 10 | ([UWB] Setting of the onboarding process for new employees.   | (+/-) 5. Contractual and legal obligations<br><br>(+/-) 39. Access to research training and continuous development | 4Q/2019                                      | HR Manager of UWB  | The process has been described and is functional.                     |
| 11 | (FME) Implement a universal system for management of all important risks at FME (including HR risks). | (+/-) 7. Good practice in research   | 4Q/2019                                      | FME management in cooperation with RTI HR Manager and Head of VVRC | Risks are assessed at FME on a regular basis.                         |

| No | Proposed ACTIONS                                       | GAP Principle(s)                              | Timing (at least by year's quarter/semester) | Responsible Unit   | Indicator (s) / Target (s)                             |
|----|--|---|--|--|--|
| 12 | (FME) Implement regular assessment meetings.           | (-/+ ) 11. Evaluation/ appraisal systems      | 3Q/2021                                      | FME management in cooperation with HR Manager of UWB, Head of RTI and Head of VVRC | Number of assessed employees. Meeting the set goals.   |
|    |  | (-/+ ) 26. Funding and salaries               |  |  |  |
|    |  | (-/+ ) 28. Career development                 |  |  |  |
|    |  | (-/+ ) 30. Access to career advice            |  |  |  |
|    |  | (+/-) 31. Intellectual Property Rights        |  |  |  |
|    |  | (+/-) 32. Co-authorship                       |  |  |  |
|    |  | (-/+ ) 33. Teaching                           |  |  |  |
|    |  | (+/-) 36. Relation with supervisors           |  |  |  |
| 13 | (FME) Revision of internal procedures for recruitment. | (+/-) 38. Continuing Professional Development | 3Q/2020                                      | Dean of FME in cooperation with HR Manager of UWB and HR Manager of RTI            | Revised procedures conforming to the Charter and Code. |
|    |  | (-/+ ) 12. Recruitment                        |  |  |  |
|    |  | (-/+ ) 13. Recruitment (Code)                 |  |  |  |



| No | Proposed ACTIONS  | GAP Principle(s)                              | Timing (at least by year's quarter/semester)     | Responsible Unit  | Indicator (s) / Target (s)                             |
|----|---|---|--|---|--|
| 14 | (FME) Set career development plans for researchers.                 | (+/-) 4. Professional attitude                | 3Q/2021  | Dean of FME in cooperation with the rest of FME management, HR Manager of RTI, Head of VVRC and HR Manager of UWB | Number of career development plans and adherence rate. |
|    |   | (+/-) 23. Research environment                |  |   |  |
|    |   | (+/-) 24. Working conditions                  |  |   |  |
|    |   | (-/+ ) 26. Funding and salaries               |  |   |  |
|    |   | (-/+ ) 28. Career development                 |  |   |  |
|    |   | (-/+ ) 33. Teaching                           |  |   |  |
|    |   | (+/-) 36. Relation with supervisors           |  |   |  |
|    |   | (+/-) 37. Supervision and managerial duties   |  |   |  |
| 15 | (FME) Improvement of qualifications in soft skills/human resources. | (+/-) 38. Continuing Professional Development | Continuously (first evaluation at early 3Q/2020) | FME management in cooperation with HR Manager of RTI and Head of VVRC   | Number of trained employees.                           |
|    |   | (+/-) 6. Accountability                       |  |   |  |
|    |   | (-/+ ) 26. Funding and salaries               |  |   |  |
|    |   | (-/+ ) 28. Career development                 |  |   |  |
|    |   | (+/-) 38. Continuing Professional Development |  |   |  |

| No | Proposed ACTIONS   | GAP Principle(s)  | Timing (at least by year's quarter/semester) | Responsible Unit   | Indicator (s) / Target (s)  |
|----|--|---|--|--|---|
| 16 | (UWB) Formulation of OTM-R (Open, Transparent and Merit-Based Recruitment) Policy applicable to the entire UWB, its approval and publication in the Czech and English languages. | (+/-) 6. Accountability<br><br>(+/-) 7. Good practice in research<br><br>(+/-) 8. Dissemination, exploitation of results<br><br>(++) 9. Public engagement | 4Q/2019                                      | HR Manager of UWB in cooperation with the Rector                           | OTM-R Policy approved and published at the UWB website.   |
| 17 | (UWB) Prepare training on the correct procedure of the recruitment process for members of selection committees.  | (+/-) 3. Professional responsibility<br><br>(+/-) 19. Recognition of qualifications (Code)  | 2Q/2020                                      | HR Manager of UWB in cooperation with CŽV (Institute of Lifelong Learning) | Training content has been prepared and internal trainers trained.                               |
| 18 | (UWB) Publish all selection procedures for recruitment of researchers at Euraxess as per the OTM-R Policy.   | (-/+ ) 13. Recruitment (Code)   | 1Q/2020                                      | HR Manager of UWB  | Starting in 1/2020, all researcher vacancies are published at Euraxess as per the OTM-R Policy. |

| No | Proposed ACTIONS   | GAP Principle(s)   | Timing (at least by year's quarter/semester) | Responsible Unit                            | Indicator (s) / Target (s)   |
|----|--|--|--|---|--|
| 19 | (UWB) Amend the existing Selection procedure regulations for UWB academic staff recruitment or replace it with new regulation so that it applies to all researchers and administrative staff and contains all the major principles as per the analysis of the gaps identified at the 12-21 Analysis, all relevant issues from the Checklist, and conforms to the OTM-R Policy, (action identical to the plan connected to the analysis). | (-/+) 11. Evaluation/ appraisal systems<br>(-/+) 12. Recruitment<br>(-/+) 13. Recruitment (Code)<br>(-/+) 14. Selection (Code)<br>(-/+) 15. Transparency (Code)<br>(-/+) 16. Judging merit (Code)<br>(-/+) 17. Variations in the chronological order of CVs (Code)<br>(-/+) 18. Recognition of mobility experience (Code)<br>(+/-) 19. Recognition of qualifications (Code)<br>(+/-) 20. Seniority (Code)<br>(-/+) 21. Postdoctoral appointments (Code)<br>(+/-) 22. Recognition of the profession | 4Q/2019                                      | HR Manager of UWB in cooperation the Rector | Selection procedure regulations for UWB academic staff recruitment or new internal regulation has been approved and posted at the UWB website. |

| No | Proposed ACTIONS  | GAP Principle(s)  | Timing (at least by year's quarter/semester) | Responsible Unit  | Indicator (s) / Target (s) |
|----|---|---|--|---|----------------------------|
| 20 | (FME)<br>Implement measurement of ratio of recruitment applicants (originating from outside UWB – from the Czech Republic/abroad, and number of women). | (+/-) 7. Good practice in research<br><br>(+/-) 8. Dissemination, exploitation of results | 1Q/2020                                      | FME management in cooperation with HR Manager of RTI and Head of VVRC | Data is available.         |

Unselected principles:

(++) 1. Research freedom    (++) 25. Stability and permanence of employment

(++) 29. Value of mobility    (++) 35. Participation in decision-making bodies    (++) 40. Supervision

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) \*

Within the framework of the coordination between the four parts of the University of West Bohemia, which are applying for HR Excellence in Research separately, and the leadership of the whole University, it was decided to coordinate the creation of an Open Recruitment Policy at the level of the whole University. This decision was supported by the establishment of a HR Manager for the whole university, a function which did not exist at the time of the launch of the Gap Analysis. In negotiations with representatives from the four parts and the University leadership, it was agreed that the OTM-R policy and the relevant follow-up procedures would be developed under the responsibility of the University HR Manager, in cooperation with representatives of researchers from the four parts.

Creating OTM-R policy and translating it into a strategy for the whole University, along with other principles of the Charter and Code, is one of the main steps of the Action Plan mentioned above, but it is not the only one. Another important step is to implement OTM-R policy at the operational level by incorporating all the major requirements into the related regulations. The recruitment and selection of employees is governed mainly by the 'Regulation for the Selection Procedure for Recruiting Academic Staff', which now, as the title suggests, directly applies only to academic staff and does not include the recruitment and selection of all researchers. Ensuring that it applies to all researchers is just one of the changes. Further changes to the regulations will be aimed at meeting the requirements of the Charter and, in particular, the Code and their full implementation into the 'Regulation for the

Selection Procedure for the Recruitment of Academic Staff'. Here, the ideas from the OTM-R Toolkit will be fully exploited. The 'Regulation for the Selection Procedure for the Recruitment of Academic Staff' must be legally registered at the Ministry of Education, so a new or updated regulation applicable to all, and therefore including academic staff, will have to be registered.

Creating a regulation in which procedures in line with the Charter and the Code are embedded is a necessary, but not sufficient, step. It is important to ensure its full application in the process of recruiting and selecting researchers. Therefore, the next step is to prepare training for members of the selection boards on the basis of the new or modified procedures. The training content will be prepared centrally at the University level.

In relation to the amendment to the Code of Conduct for Recruitment at UWB, the internal FME policy for employee selection will be amended. The purpose of those measures is to deliver substantial improvement in these areas:

- Expansion of FME recruitment activities in abroad, e.g. by using the EURAXESS portal;
- Training or demonstrable introduction of the members of selection committees to the principles of the Code and the OTM-R Policy;
- Informing unsuccessful candidates with the strengths and weaknesses of their candidacy;
- Introduction of candidates to the possibilities of their career development;
- Respect the specifics for the hiring and appointment of researchers for post-doctoral positions;
- Set career development plans for researchers;

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL:

<http://www.yoursite.com>

## 4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

Implementation of proposed actions as per the Action Plan will be conducted on two levels:

- On the level of UWB, implementation of proposed actions is controlled by the UWB HR Manager and guaranteed by the Management of the University – the Rector and Vice-Rectors. Teams have been or will be formed for implementation of actions; the teams do/will consist also of representatives of research and academic staff.
- On the FME level, implementation of proposed actions will be controlled by the Head of Quality Assurance at FME and guaranteed by the Management of the Faculty - by the Dean and Vice-Dean for research, development, and innovation. The proposed actions will be implemented in line with the Faculty's Strategy and with cooperation by the members of the Working Group.

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

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

How will the implementation committee and/or steering group regularly oversee progress? \*



Detailed description and duly justification (max. 500 words)

Members of the Steering Committee will be informed at least twice a year about the status of performing the proposed actions. If necessary, further decisions will be adopted towards a successful realisation of the proposed actions. This will safeguard that the performance of the Action Plan receives adequate attention by the persons in charge as well as by the Management of the University. Implementation risks will be assessed continuously; operative measures will be taken in the event of danger to the deadline, scope, or quality of implementation. Members of the Steering Committee will not only monitor the implementation process, they will also provide additional support if necessary.

Furthermore, the Coordinators of the Faculties (HRS4R Faculty Coordinators) will meet at least four times a year with the HR Manager (UWB HR Management) to coordinate the implementation process on the levels of UWB and FME.

Members of the Working Group will be members of the Implementation Committee. A working team has been/will be organised for each proposed action. The working team will meet as per the current needs for the solution of the proposed action. On the UWB level, one of the team members will always be a HR Manager (UWB HR Management). On the FME level, the HRS4R Faculty Coordinator will always be one of the team members. This will provide coordination of the activities and their relation to the proposed actions.

How do you intend to involve the research community, your main stakeholders, in the implementation process? \*



Detailed description and duly justification (max. 500 words)

- The initial step of engagement will be the presentation of the GAP Analysis and Action Plan to the employees of FME in a discussion meeting in the presence of the Dean and Management of FME, HRS4R Faculty Coordinator and HRS4R UWB Coordinator (second half of 2018).
- Researchers will be included in the implementation especially by participation in the Working Group prepared to implement individual actions from the Action Plan.
- Researchers will participate in the implementation through various communication tools: verbal (training, consulting, informal meetings), written (e.g. information boards), and electronic (e-mail, UWB and FME websites, STAG IS).
- Another method of inclusion will be via commenting on the outcomes as internal directives and procedures; a general comment procedure open to all UWB employees is assumed for selected documents, e.g. the OTM-R Policy.
- After two years, a repetition of the survey is planned with all FME employees; the survey contains a number of open questions where the employees can freely present their views on the changes implemented from the Action Plan.
- One of the actions on the UWB level is the harmonisation of HRS4R with the Strategy of the University for 2021–2025, the preparation of which is to commence in the second half of 2019. This action is guaranteed by the Vice-Rector for Development and External Relations, whose agenda includes the preparation of the strategy; however, the entire management of UWB, the faculties and institutes will participate in the preparation of the strategy. The strategy will be subject to a wide comment and approval process; this will provide the participation and engagement of the stakeholders.
- The Strategy of FME will be related to the Strategy of UWB.

How do you proceed with the alignment of organisational policies with the HRS4R?

Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy



Detailed description and duly justification (max. 500 words)

The Steering Committee consists of members of the top management of UWB and members of management of FME. The Steering Committee has controlled and monitored the process of work on the GAP Analysis, OTM-R, and the Action Plan; it has subsequently approved the GAP Analysis, the OTM-R Analysis and Action Plan. It will continue in controlling and monitoring the implementation and evaluation of the Action Plan items.

One of the actions on the UWB level is the harmonisation of HRS4R with the Strategy of the University for 2021–2025, the preparation of which is to commence in the second half of 2019. This action is guaranteed by the Vice-Rector for Development and External Relations whose agenda includes the preparation of the strategy; however, the entire management of UWB, the faculties and institutes will participate in the preparation of the strategy. The strategy will be subject to a wide comment and approval process; this will provide the participation and engagement of the stakeholders.

The Strategy of FME will be related to the Strategy of UWB.



## How will you ensure that the proposed actions are implemented?\*



## Detailed description and duly justification (max. 500 words)

Provision of implementation of the proposed actions is based on the following six pillars:

1. Proposal of the Action Plan with a list of actions and clear instruction, responsibilities, and deadlines – finished – see the Action Plan section;

2. Approval of the Action Plan by the management of UWB and FME/Steering Committee (completed successfully); by approval of the Action Plan with proposed actions, UWB and FME Management has agreed with the allocation of funds for implementation; most of the actions are not investment-critical yet they require the establishment of Working Groups and demand time of the employees;

3. Support by the management of UWB and FME has been/will be realised:

- *Members of the management are members of the Steering Committee;*
- *Realisation funds have been approved;*
- *This will be included in the UWB Strategy for 2021–2025, which is the foundation for the FME Strategy;*

4. Functional Working Groups – to be provided through careful selection of persons possessing expertise and skill, oriented toward the achievement of the goal (on time, at the required quality);

5. Progress control – report for the Steering Committee at least twice a year;

6. Obtaining feedback through:

- *Engagement of researchers (and other groups);*
- *Rerun of the conducted research, expanded with feedback on already realised activities;*

The pillars offer sufficient guarantee that the proposed Action Plan will be implemented on time and in the quality expected by the stakeholders.

## How will you monitor progress (timeline)?\*



## Detailed description and duly justification (max. 500 words)

Each action has a specified and approved deadline by which the desired outcome is to be achieved. Working Groups have been/will be nominated with an appointed supervisor responsible for coordination of work. On the UWB level, the Coordinators of the Faculties (HRS4R Faculty Coordinators) will meet at least four times a year with the HR Manager (UWB HR Management) to coordinate the implementation process on the levels of UWB and FME; the supervisor of the Working Group will be invited when necessary. Also, the Steering Committee will be monitoring the performance of the plan twice a year. The monitoring will include the performance of the plan as well as the monitoring of the process and status of the actions before their deadlines so that measures might be adopted in the case of danger to meet the deadlines.

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



## Detailed description and duly justification (max. 500 words)

As this is the first Action Plan based on the initial GAP Analysis, most of the actions focus on establishing the required environment of procedures and directives, with preparation of training courses if necessary. Each item of the Action Plan has its outcomes defined to establish whether the outcomes have or have not been achieved; the performance of the Action Plan will be jointly monitored by the Working Group, Implementation Committee, and by the Steering Committee. While measurable targets have not been formulated for most of the actions, the current goals are based on the establishment of assumptions toward the inclusion of measurable targets in future Action Plans. However, measurable pilot targets have been set for certain actions so that those metrics could be validated in the future as conforming to the intended purpose, allowing us to initiate the assessment of the suitability of their setting and of the proper metrics of those goals.

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

A comprehensive assessment of quality was conducted at UWB in 2017. The excellence model of European Foundation for Quality Management ([www.efqm.org](http://www.efqm.org)), modified for application in the university environment was used as the foundation of the methodology. The model consists of nine major criteria from which two focus on human resources. Some areas for improvement identified in this assessment and subsequent measures for improvement are identical to actions in this Action Plan. They include, for example, amendments to the Ethical Code, employee assessment, and the Career Regulations. The performance of those actions is monitored twice a year by the Internal University Assessment Council, the chairman of which is the Rector. The coordination of the actions serves as another guarantee towards the implementation of the actions.

Within UWB, four parts have registered for the implementation of HR Award (Faculty of Applied Sciences, Faculty of Electrical Engineering, Faculty of Mechanical Engineering, and New Technologies - Research Centre). The reason was the varied level of interest in the other parts in the time of decision on registration for the HR Award as well as a low level of coordination of HR processes and procedures across the University. However, the four parts have coordinated their progress in the analysis and Action Plan; where suitable, actions across the University have been proposed and adopted by the Management of UWB. That is why this Action Plan includes actions on the levels of FME and UWB, for example, OTM-R Policy will be prepared as OTM-R Policy of the University. During the processing of the analysis, the position of UWB HR Manager was established.