

## Action Plan

**Case number:** 2018CZ354372

**Name Organisation under review:** Tomas Bata University in Zlin, University Institute

**Organisation's contact details:** Nad Ovčárnou 3685, Zlin, 760 01

**Submission date** 30.1.2019

**Date endorsement charter and code:** 13/11/2018

### 1. Organisational Information

*Please provide a limited number of key figures for your organisation. Figures marked \* are compulsory.*

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	69,23
Of whom are international (i.e. foreign nationality) *	17,35
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	26,3
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	11,78
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	44,85
Of whom are stage R1 = in most organisations corresponding with doctoral level *	12,6
Total number of students (if relevant) *	43
Total number of staff (including management, administrative, teaching and research staff) *	98,13

<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	4180 958
Annual organisational direct government funding (designated for research)	1241347
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2523909
Annual funding from private, non-government sources, designated for research	415 702

**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) and other specialized component parts established in accordance with the needs related to the performance of activities of the UNI.

## 2. Strengths and weaknesses of the current practice

Please 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.

## Ethical and professional aspects



## Strengths and Weaknesses (max. 800 words)

**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.

## Recruitment and selection



## Strengths and Weaknesses (max. 800 words)

**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.

Working conditions and Social Security

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



Training and development 

## Strengths and Weaknesses (max. 800 words)

**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.

**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.

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

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	Set mission, vision and, strategy for UNI/CPS	(+/-) 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

2	Adapt the TBU Code of Ethics to UNI/CPS	(+/-) 1. Research freedom (+/-) 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	Spring 2020	Top management	<p>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.</p> <p>Document – Code of Ethics of UNI/CPS researchers Min. 2 trainings for researchers per year</p>
3	Set up a UNI/CPS communication plan	(+/-) 9. Public engagement	Spring 2020	HR Dept.	<p>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.</p> <p>Document – UNI/CPS Communication plan Survey among target groups</p>
4	Establish a transparent system of work evaluation at UNI/CPS	(+/-) 11. Evaluation/ appraisal systems (+/-) 29. Value of mobility (+/-) 33. Teaching	Spring 2021	Top management	<p>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</p>

					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
5	Set the internal UNI/CPS standard for the recruitment of employees	(+/-) 12. Recruitment (+/-) 13. Recruitment (Code)	Spring 2020	HR Dept	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
6	Create Employee Handbook for UNI/CPS staff	(+/-) 12. Recruitment (+/-) 22. Recognition of the profession (+/-) 23. Research environment (+/-) 24. Working conditions (+/-) 25. Stability and permanence of employment (-/+ ) 26. Funding and salaries (-/+ ) 30. Access to career advice (+/-)31. Intellectual Property Rights. (+/-)32. Coauthorship (-/+ )34. Complains / appeals (+/-)35. Participation in decision making bodies	Spring 2021	Top management	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

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7	Set up an internal UNI/CPS standard for the selection procedure	(+/-) 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)	Spring 2020	HR Dept.	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
8	Establish an internal standard for a postdoctoral post at the UNI/CPS	(+/-) 21. Postdoctoral appointments (Code)	Spring 2020	Operations management	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
9	Establish an internal UNI/CPS standard for equal opportunities of men and women	(+/-) 27. Gender balance	Spring 2020	HR Dept.	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

10	Establish an internal UNI/CPS standard for the career development of researchers	(-/+ ) 28. Career development	Spring 2021	Top management	Top management will set up a work team to perform this action. Their task will be to establish an internal UNI/CPS standard (career system) for the career development of researchers by spring 2021. Researchers will get aware of the document. Document – UNI/CPS Researchers' career development
11	Establish an internal UNI/CPS standard for supervisor's responsibilities	(+/-) 36. Relation with supervisors (+/-) 37. Supervision and managerial duties, (+/-) 40. Supervision	Spring 2021	Operations management	Operations management will set up a work team to perform this action. Their task will be to develop an internal UNI/CPS standard for supervisor's authority and responsibilities. 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

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12	Create an offer for continuing professional development of UNI/CPS researchers	(+/-) 38. Continuing Professional Development	Spring 2021	Top management	Top management will establish a work team to perform this action. Their task will be to set up an offer for continuing professional development of UNI/CPS researchers by spring 2021. Researchers 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
13	Create a communication platform for UNI/CPS researchers	(+/-) 39. Access to research training and continuous development	Spring 2021	Top management	Top management will set up a work team to perform this action. Their task will be to create a communication platform for UNI/CPS researchers 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

14	Create a communication platform for UNI/CPS researchers and for the entire TBU Community	(+/-) 8. Dissemination, exploitation of results	Spring 2021	Top management	Top management will set up a work team to perform this action. Their task will be to create a communication platform for UNI/CPS researchers and for the entire TBU community by spring 2021. This community consists of academic staffs, administrative staffs, technical, non-technical staffs and researchers. Researchers will get acquainted with this platform, 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
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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) \*

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:

<b>Title action</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
<b>1 Set up the internal UNI/CPS standard for the recruitment of employees</b>	Spring 2020	HR Dept.	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. Document – UNI/CPS Recruitment system Template for job position 10% increase in Applications Min. 1/4 of all applications from abroad Related to Action plan, Action 5
<b>2 Use relevant job portals/employment websites for staff recruitment</b>	Spring 2020	HR Dept.	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.). Related to Action plan, Action 5
<b>3 Set up the internal UNI/CPS standard for the selection procedure</b>	Spring 2021	HR Dept.	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. 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. Document – UNI/CPS Selection procedure system Template for job interview Related to Action plan, Action 7
<b>4 Ensure the necessary communication with candidates within UNI/CPS</b>	Spring 2021	HR Dept.	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.

<b><i>selection procedure, including feedback after its completion.</i></b>			<i>Document – UNI/CPS Selection procedure system Template for interview feedback Related to Action plan, Action 7</i>
<b><i>5 Ensure a formalized list of "non-measurable" merit indicators within UNI/CPS selection procedures and take into account the general practice of applicants.</i></b>	<i>Spring 2021</i>	<i>HR Dept.</i>	<i>Document – UNI/CPS Selection procedure system Template for job interview This OTM-R action complements the OTM-R action No. 3. Related to Action plan, Action 7</i>
<b><i>6 Ensure an evaluation of changes in the timeline of researchers' CVs within UNI/CPS selection procedures.</i></b>	<i>Spring 2021</i>	<i>HR Dept.</i>	<i>Document – UNI/CPS Selection procedure system Template for job interview This OTM-R action complements the OTM-R action No. 3. Related to Action plan, Action 7</i>
<b><i>7 Ensure an evaluation of mobility within UNI/CPS selection procedures as a corporate value, as a path to openness and internationalization.</i></b>	<i>Spring 2021</i>	<i>HR Dept.</i>	<i>Document – UNI/CPS Selection procedure system Template for job interview This OTM-R action complements the OTM-R action No. 3. Related to Action plan, Action 7</i>
<b><i>8 Ensure a recognition and assessment of researchers's qualifications within UNI/CPS selection procedures.</i></b>	<i>Spring 2021</i>	<i>HR Dept.</i>	<i>Document – UNI/CPS Selection procedure system Template for job interview This OTM-R action complements the OTM-R action No. 3. Related to Action plan, Action 7</i>
<b><i>9 Ensure a recognition and evaluation of researchers's seniority within UNI/CPS selection procedures.</i></b>	<i>Spring 2021</i>	<i>HR Dept.</i>	<i>Document – UNI/CPS Selection procedure system Template for job interview This OTM-R action complements the OTM-R action No. 3. Related to Action plan, Action 7</i>

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.cps.utb.cz/en/about-the-project>

#### 4. Implementation

General overview of the expected overall implementation process of the action plan: (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.

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

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

significance of HR excellence Award as well as to promote scientific excellence and enhance visibility of the UNI/CPS research members in line with the EU Strategy.

Responsible units in the Action plan are used as follow:

UNI/CPS Top management = Director of UNI + Director of UNI/CPS + Director of UNI/TTC + UNI/CPS Director of finance/Financial manager

UNI/CPS Operations management = Deputy director for research and doctoral studies + Deputy director for strategy and development + Heads of research groups

UNI/CPS HR Department = HR specialist + Marketing specialist



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)

The implementation process and the activities of work teams will be 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, Chancellor, Director of International Marketing Department, Director of TBU Library, Head of HR Department, Scientific board members, Financial Manager, Head of Research Groups, Project coordinators. Please find detail information in in the process description part. The meetings of Steering Committee will take place periodically during the meetings of UNI/CPS management. Steering Committee will communicate with researchers, Ph.D. students and supporting staff, and will oversee and analyse the process of the implementation HRS4R based on particular actions of Action Plan.

How do you intend to involve 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 will be members of the work teams set up to implement individual actions from the Action Plan. Furthermore, the researchers will comment on the partial steps of implementation of individual actions from the Action Plan before their implementation. This will guarantee 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 stakeholders 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 undertake an internal review of progress compared with their existing action plan, In addition, Working groups of UNI/CPS move forward to know about their progress to draw an action plan for the forthcoming years (*Where, Stakeholders comment was significant to overcome the Gap and execute the Action Plan*).

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 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 2018,  
 Implementation Plan of the Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2019.

In order to proceed with the alignment of organizational policies with the HRS4R UNI/CPS will follow up with below mentioned Benefits which will be 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 researchers 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 will you ensure that the proposed actions are 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 will be required to report on the progress of each action quarterly to the Steering Committee.

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

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

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

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



How will you monitor progress (timeline)?* ▼	
Detailed description and duly justification (max. 500 words) <div style="border: 1px solid black; padding: 10px;"> <p>The Steering Committee will continuously monitor the fulfilment of indicators for the implementation of actions from the Action Plan. As mentioned above within the individual actions, the responsible units will create its work teams and they will 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) will be 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.</p> </div>	
How will you measure progress (indicators) in view of the next assessment?* <span style="float: right;">▼</span>	
Detailed description and duly justification (max. 500 words) <div style="border: 1px solid black; padding: 10px;"> <p>Based on monitoring of implementation of actions from the Action Plan, the Action Plan will be updated for the next period (actions completed, extended, in preparation, etc.)</p> <p>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:</p> <p><i>effectiveness</i> (are we achieving the agreed project objectives?)  <i>impact</i> (what effects can be realized? Do these tallies with our common goals?)  <i>relevance</i> (to what extent are we doing the right thing and focusing on the right areas?)  <i>sustainability</i> (are we achieving long-term results and impacts?)</p> </div>	

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>

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.

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