



Palacký University
Olomouc

ACTION PLAN

HRS4R

Palacký University Olomouc

July 2021

TEMPLATE 4: ACTION PLAN

Case number: 2020CZ485683

Name Organisation under review: Palacký University in Olomouc, Křížkovského 8, Olomouc, 77147

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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	1701
Of whom are international (i.e. foreign nationality)	266
Of whom are externally funded (i.e. for whom the organisation is host organisation)	1434
Of whom are women	713
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	446
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	1114
Of whom are stage R1 = in most organisations corresponding with doctoral level	164
Total number of students (if relevant)	17421
Total number of staff (including management, administrative, teaching and research staff)	1326
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	16 846 115
Annual organisational direct government funding (designated for research)	7 169 385
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	6 361 312
Annual funding from private, non-government sources, designated for research	808 073
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>Palacký University is a modern higher educational institution with 20,395 students enrolled in accredited programmes, more than 2,300 academics and researchers, and nearly 1,400 non-academic staff. UP is one of the top Czech universities according to international rankings.</p> <p>The university comprises of eight faculties, six university facilities, and the Rector's Office as the administration centre. The university structure is complemented by state-of-the-art scientific centres (Institute of Molecular and Translational Medicine, Regional Centre of Advanced Technologies and Materials, Centre of the Region Haná for Biotechnology and Agricultural Research) and other research centres at faculties.</p>	

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.

<p>ETHICAL AND PROFESSIONAL ASPECTS</p>	<p>STRENGTHS</p> <p>Palacký University (UP) as a research and educational institution is based on the freedom of research, ethical principles, professional attitude and responsibility and equal opportunity.</p> <p>There are many documents on faculty level, as well as on a University level which cover the rules and obligation with regard ethical and professional aspect of academic work, e.g., Code of Ethics for Employees and Students at UP, Strategic plan of UP for 2016-2020, Assessment Rules, Reinforcement Rules.</p> <p>The Internal Assessment system – IS HAP has been fully developed at the UP. Internal guidelines for the evaluating the scientific work of academic staff have been established. The Education Quality Assurance rules for UP have been adopted.</p> <p>WEAKNESSES</p> <p>There are too many differences in procedures at faculties and not all regulations are fully and equally accepted.</p> <p>Some principles and formulation contained in the Charter and Code are not incorporated into the Code of Ethics for Employee and Students.</p> <p>There is little awareness among academics and scientists of the ethical and professional aspects of their scientific work. The issues are not incorporated in to the training programmes for the academic staff.</p> <p>The internal assessment system for academics is not widely used across faculties at the UP. The system is too focused on the quantitative analysis of scientific work and omits the so-called soft skills of academic staff.</p>
<p>RECRUITMENT AND SELECTION</p>	<p>STRENGTHS</p> <p>The selection and recruitment process is organised fully in line with the Czech legislation. All vacancies are advertised in one place on the UP web page and on the Faculty's website.</p> <p>Selection of academics is carried out according to the UP Academic Staff Recruitment Policy of Palacký University Olomouc.</p> <p>WEAKNESSES</p>

	<p>UP Internal Rules for selection and recruitment of academics need to be adjusted to the European Charter for Researchers requirements and to the Code of Conduct for Recruitment of Researchers (UP does not have an OTM-R policy yet).</p> <p>The document Academic Staff Recruitment Policy of Palacký University Olomouc is not translated into English and is not published on the web page yet.</p> <p>The electronic system for the administration of recruitment has not been fully launched yet.</p> <p>The rules for judging merits, mobility experience, or seniority at UP are not set at the moment. However, there are indications that rules work in practice (e.g.: number of publications, quality level, etc.).</p> <p>At the moment, there is no clear rule valid for the whole of UP in terms of postdoctoral appointments.</p>
<p>WORKING CONDITIONS</p>	<p>STRENGTHS</p> <p>UP has a modern infrastructure. The employees work at state-of-the-art centres, in new or renovated buildings, located primarily in the city centre. Most of the UP buildings are no barrier, suitable for wheel chairs.</p> <p>There are equal conditions and rules for both / all sexes fully in line with the Czech labour code.</p> <p>The international mobility of all employees is strongly encouraged. The Erasmus Plus mobility program is open to both academic and non-academic individuals. Criteria for participation in mobility are clearly defined.</p> <p>UP Ethics Committee is set up with the capacity to deal with complaints and appeals. This area is addressed in the internal standard Handling complaints and petitions at Palacký University in Olomouc.</p> <p>WEAKNESSES</p> <p>Career planning procedure is in place for research centres, but is not applicable for the rest of UP. The personal development planning for academics is lacking.</p> <p>The codified flexible working hour's concept is not in place. The work and balance policy is not developed adequately.</p> <p>The gender balance is not monitored and is not sufficiently integrated into any rule or guidelines at UP.</p>

	The rules for Co-authorship are not set.
TRAINING AND DEVELOPMENT	<p>STRENGTHS</p> <p>The system of supervision for R1 researchers (Ph.D. students) works very well at UP. Each student has a study plan which must be approved by the tutor, usually a habilitated associate professor or professor. Study in doctoral programs is evaluated regularly, usually before the council. International mobility of these students is a compulsory part of the study.</p> <p>Both researchers and other staff can undertake international mobility under the current program offer (Erasmus+, CEEPUS, government scholarships, etc.). Information is available on the website of the International Department and on the staff pages. The organization and administration of mobility are handled from the centre.</p> <p>All employees are allowed to attend the courses organized by the Institute of Lifelong Learning at UP or can participate in courses offered by external organizations. The UP has its own Language School.</p> <p>WEAKNESSES</p> <p>The training and development system is not clearly methodologically established. There are no adaptation plans for newcomers and the supervision process during the next career is not set.</p> <p>Duties covering management and supervision are set on departmental level (at faculties) and vary. There are organigrams in place, but the process description is missing.</p> <p>Processes for supervision and leadership of researchers (e.g. regular evaluation, career planning) are not sufficiently developed. There is no set system of training for the development of managerial and leadership competencies of senior staff.</p> <p>There is a lack of systematic support for mobility in the context of development, career growth, and work-life balance. The mobility offer is not sufficiently disseminated.</p>

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 organisation's HR Strategy dedicated webpage(s):

*URL: <https://pracuj.upol.cz/en/hr-award/>

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

Note: Choose one or more of the principles retrieved from the GAP Analysis.

PROPOSED ACTIONS

<i>Action</i>	<i>Description</i>	<i>GAP Principle(s)</i>	<i>Timing (at least by year's quarter/semester)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>
ETHICAL AND PROFESSIONAL ASPECTS					
1. Revision of the Code of Ethics for employees and students at Palacký University (2017)	<ul style="list-style-type: none"> - Modification of the Code according to the C&C. The missing principles and formulation will be added. 	1, 2, 8	Q4/2022	HR Office Legal Department Ethics Committee (Academic Senate)	<ul style="list-style-type: none"> - The <i>Code of Ethics for employees and students at Palacký University</i> has been revised. - The output was disseminated through internal communication tools (e.g. newsletter, email). - There was a discussion in the Academic Senate before representatives of the scientific community.
2. Creating a Code of good research practice	<ul style="list-style-type: none"> - Signing up to The European Code of Conduct for Research Integrity. - Implementation of the principles of the Code at the UP (e.g., the rules for Co-authorship). 	1, 3, 4, 5, 6, 7, 8, 9, 31, 32	Q4/2022	HR Office Science and Research Office Legal Department	<ul style="list-style-type: none"> - The principles of the Conduct for Research Integrity have been implemented in a <i>Code of good research practice</i>. - The output was disseminated through internal communication tools (e.g. newsletter, e-mail). There was a discussion in the Academic Senate before

					representatives of the scientific community.
3. IS HAP optimization for researchers	<ul style="list-style-type: none"> - Updating of the system for evaluation of research and pedagogical performance (IS HAP). - More precise weighting of variables in the monitored areas of educational activities, creative activities, activities related to the performance of academic function, managerial activities and soft skills. 	11, 29, 33	Q4/2022	HR Office Strategy and Quality Office	<ul style="list-style-type: none"> - System for evaluation, IS HAP, has been adjusted. - Training in the use of the IS HAP system is included in the offer of education of the senior researchers at UP.
RECRUITMENT AND SELECTION					
4. Implementation OTM-R policy	<ul style="list-style-type: none"> - Creation of a website dedicated to the HR Award in Czech and English, where the OTM-R policy of UP will be publicly available. - Modification of the UP Recruitment Policy of academics with the aim of clarifying the terminology and inclusion of the category "researcher" in the Policy. - Establishing of an internal guide setting out clear procedures of recruitment for all types of positions (R1-R4). 	12, 13, 14, 15, 16, 17, 18, 19, 20	Q4/2022	HR Office HR Departments (all Faculties)	<ul style="list-style-type: none"> - The OTM-R policy and the UP Internal Rules have been published in a special section of the website. - The UP Internal Rules for the selection and recruitment of academic staff were modified and the changes were justified and adopted. - An internal guide for the recruitment procedure for all types of positions (R1-R4) has been developed. - All outputs were disseminated through internal communication

					tools (e.g. newsletter, e-mail).
5. Dissemination of the OTM-R policy at UP	<ul style="list-style-type: none"> - Organization of the training for senior staff to become familiar with the principles and processes of OTM-R policy. - Organization of the specialized workshops for HR professionals to train in the use of the new electronic system. 	12, 13, 14, 15, 16, 17, 18, 19, 20, 21	Q4/2022	<p>HR Office</p> <p>HR Departments (all Faculties)</p> <p>Continuing Education and Teaching Innovations Office</p>	<ul style="list-style-type: none"> - A number of trainings sessions for senior researchers have been organized in the first two years. - All HR professionals (approx. 9 HR officers) and senior researchers (approx. 50 in the first two years) will be educated.
6. Advertising and applying (OTM-R)	<ul style="list-style-type: none"> - Establishing clear and uniform rules for job advertising using templates and an internal electronic system, plus external platforms (e.g. Euraxess). 	13	Q2/2021	<p>HR Office</p> <p>HR Departments (all Faculties)</p>	<ul style="list-style-type: none"> - The electronic system for the recruitment process has been launched. - The internal guide concerning job advertising procedure has been prepared and published.
7. Optimization of selection and evaluation procedure (OTM-R)	<ul style="list-style-type: none"> - Preparation of a clear methodology for the proper conduct of the interview, including templates for a correct and transparent evaluation of candidates. - Establishing the methodology of the E-recruitment (the rules for online communication with candidates before, during and after the recruitment; online 	14, 15, 16, 17, 18, 19, 20			<ul style="list-style-type: none"> - The methodology for the proper conduct of the interview and evaluation of candidates has been issued. - A methodology for e-recruitment has been established. All outputs were disseminated through internal

	evaluation with MS Forms; GDPR; cybersecurity).				communication tools (e.g. newsletter, e-mail).
8. Appointment phase (OTM-R)	- Setting rules of transparent feedback for candidates and developing a complaints mechanism.	14, 15	Q4/2021	HR Office HR Departments (all Faculties)	- The methodology for the proper conduct of feedback for candidates has been adopted and disseminated.
WORKING CONDITIONS AND SOCIAL SECURITY					
9. Revision of internal norms concerning the employment of researchers	- Legislative adoption of a Career Code to ensure a clear career definition for researchers. - Implementation of “Research Profiles” into the internal legal norms (e.g. Wage regulation, Catalogue of Works). - Clarification and completion of the internal standard Handling complaints and petitions at Palacký University in Olomouc in accordance with the requirements for fair and equitable treatment within the institution and quality working environment, raising employees' awareness of this standard.	22, 23, 24, 25, 26, 28, 34	Q4/2022	HR Office Legal Department Office of Internal Audit and Control Communications Office	- Career Code has been adopted into the legislative framework of the university and the implementation will start. - The Catalogue of Works has been revised at least, and “research profiles” have been introduced into it. - The internal standard Handling complaints and petitions at Palacký University in Olomouc have been modified and supplemented.
10. Creation of a Gender Balance Strategy and Equal	- Strategy preparation beyond the legislative requirements. Emphasis will be placed on work-life balance, career	10, 22, 23, 24, 25, 26, 27, 28, 29, 30	Q4/2022	HR Office Communications Office	- The Gender Balance Strategy has been developed with a clear

Opportunities Plan at UP	management measures with regard to family life, gender equality in recruitment, etc.			Legal Department Strategy and Quality Department	action plan for the next period. - The output was disseminated through internal communication tools (e.g. newsletter, e-mail). - There was a discussion in the Academic Senate before representatives of the scientific community.
11. Continuous updating of information for new and existing employees	<ul style="list-style-type: none"> - Continuous updating of information for new and existing employees on working conditions and social security. - Updating of the Employee Guide, the Guide for foreign employees. - Updating of the website for potential employees, new and existing employees. 	23, 24, 25, 26	Q4/2022	HR Office Communications Office Legal Department International Relation Office	<ul style="list-style-type: none"> - Information channels for employees have been updating (special webpage, internal communication channel). - The responsible units cooperate in ensuring and checking that the information is up to date.
TRAINING AND DEVELOPMENT					
9. The training and development system for Senior Researchers	<ul style="list-style-type: none"> - Establishment of a training system for senior researchers in R3, R4 with emphasis on managing the process of adaptation, evaluation and planning for the development of new and existing capacities in research teams. - Developing other managerial and supervision competencies 	28, 29, 30, 36, 37, 38, 39, 40	Q4/2022	HR Office Continuing Education and Teaching Innovations Office International Relations Office	<ul style="list-style-type: none"> - A number of training sessions for senior researchers has been organized in the first two years. - At least 50 senior researchers will be trained in the process of adaptation and other

	<p>(strategic management, project management, etc.).</p> <ul style="list-style-type: none"> - Preparation of a concept for internal communication towards researchers of all categories in the field of training, development, and international mobility. 			Communications Office	<p>management skills during the first Action plan period.</p> <ul style="list-style-type: none"> - The concept of internal communication in the field of training, development, and international mobility has been developed. - A set of training and development support materials has been prepared.
10. Creating a “Concept of professional guidance of young researchers, including postdoctoral positions”	<ul style="list-style-type: none"> - A concept mapping the current forms of support for young researchers (R1, R2) at the university will be developed. An action plan will be proposed to establish a functional system of support and guidance for young researchers at UP. The concept will also include a proposal for a system of nomination of postdoctoral fellows at UP. - Preparation of a pilot training programme for PhD students and postdocs, which will respond to the outcomes of the concept. - Preparation of the mentor institute. 	21, 38, 39, 40	Q4/2022	<p>HR Office</p> <p>International Relations Office</p> <p>Science and Research Office</p> <p>Vice-rectorate for doctoral studies</p>	<ul style="list-style-type: none"> - The Concept has been created. The output was disseminated through internal communication tools (e.g. newsletter, e-mail). The number of training sessions for Ph.D. students (R1) and postdoctoral researchers (R2) has been organized. - At least 100 researchers will be trained in the first two years in pilot testing of the training programme. - The concept of the mentor institute has been proposed.

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.

Within the implementation of Open, Transparent, Merit-Based Recruitment, a separate Web site that will provide all information about the working conditions at Palacký University Olomouc and in the Czech Republic will be created. It will be in Czech and English. Candidates will also find there a description of the selection procedure at UP and the selection criteria. The whole recruitment process will be gradually adapted to the rules of the OTM-R policy, including the adjustment of the selection process for all types of positions (R1-R4) or the introduction of new forms of recruitment, such as e-recruitment (items 1, 2, 4 in the OTM-R - checklist). Following the introduction of the new mechanisms, thorough training of stakeholders is expected (item 3 in the OTM-R - checklist). As a part of Action 7 the unified templates used in an internal electronic system will be established. The templates will be fully compatible with Euraxess portal (items 11, 12, 13 in the OTM-R – checklist). The Action 8 will focus on the preparation of a clear methodology for the proper conduct of the interview, including templates for a correct and transparent evaluation of candidates. The methodology will concentrate on all aspects which are neglected at the moment (e.g., Recognition of mobility, Seniority) (items 18, 19 in the OTM-R – checklist). Concerning appointment phase the methodology for transparent feedback for candidate will be set. Additionally, the university needs to develop a brain new complaints mechanism for unsuccessful candidates (items 21, 22 in the OTM-R - checklist). As a condition for the successful implementation of the OTM-R policy is the regular training for senior staff and HR professionals to become familiar with the principles and processes of OTM-R policy and in the use of the new electronic system.

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: https://pracuj.upol.cz/fileadmin/userdata/cm/Pracuj/A-3-2017-UZ01_EN.pdf

4. IMPLEMENTATION

General overview of the expected implementation process:

The entire process of developing the HRS4R strategy and preparing the action plan was preceded by discussions with key stakeholders of the University. A staff survey was conducted in late 2018 on personal and professional development issues at the University. The 2019 survey asked about the area of work-life balance. (The survey was conducted in Czech and the results are available for all staff and other interested parties here <https://strategie.upol.cz/hodnoceni-kvality/realizovana-setreni/> also in Czech). The results of the survey, together with a detailed analysis of processes and internal documents, became the basis for the GAP analysis and the draft action plan. This was

commented on by the Steering Committee and discussed in two focus groups with faculty management, researchers and HR staff in autumn 2020.

From the GAP analysis, four key areas can be clearly identified on which the action plan must focus: strengthening ethical principles in scientific work, standardising fair and transparent selection of new employees and finally their adaptation and further long-term support in career development, which includes regular training, support for mobility and creating favourable conditions for balancing career and family life.

All proposed actions have a common objective, to create an attractive environment for all employees, from those who are just applying for a job to those who are building a long-term career at university.

Palacký University has established the Action Plan for the period of two years, from Q1/2021 to Q4/2022. Our goal, during this period, is to create such a qualitative basis in selected areas of HR, which will be possible to build on in the long-term strategic development of HR at UP.

First, it means having a consistently modified Code of Ethics in the sense of C & C and Code of good research practice. Furthermore, we intent to adapt our recruitment system to OTM-R policy, and we consider crucial to create a single process of fair evaluation with clear criteria for selecting the best candidate. In the current pandemic situation, we see an increasingly urgent need to introduce mechanisms of an e-recruitment.

In addition, it is extremely important to put in place a system of support and career development for young researchers (R1-R2), including the introduction of a system of postdoctoral positions with clear rules for admission. The individual steps to achieve this objective will be defined in the Young Researchers' Mentoring Framework. At the same time, we intend to implement several pilot training events by the end of the year, after the evaluation of which a permanent system of training young researchers at UP will be set up.

An important condition for the quality implementation of the proposed measures is the training of key actors who must take the proposed activities into their own hands and promote the unified idea of strengthening the human resources area at UP. The managers in the positions of heads of departments/institutes or projects must strengthen their managerial and supervisory competences. Therefore, their training will be given due attention. During the first two years, we will develop a set of up to 10 thematic courses for researchers in managerial positions focusing on strategic human resource development, strategic university management, project management, etc.

A functioning training system needs to be put in place for other researchers as well. Fulfilling this objective will be a task for the next action plan, where we will also draw on the evaluation of the training already implemented.

A crucial challenge for the University will also be the implementation of a gender balance strategy and the preparation of a Gender Equality Plan. This will be developed as a separate action plan covering topics to ensure equality of treatment and opportunity beyond legislative requirements. In particular, we will focus on promoting the reconciliation of personal and working life and strengthening career management measures with regard to family life. We will also focus on gender equality in recruitment and promotion and define rules to help achieve gender balance in the

University's leadership and decision-making structures. Attention is also being paid to developing guidelines for integrating the gender dimension into the content of research and teaching, including with regard to the requirements of European projects. Last, but not least, methodological support against gender-based violence, including sexual harassment, will be important.

The research community of the university (R1-R4) will be involved in the implementation in several ways. They are members of the various working groups and the steering committee. Another platform that will have a crucial role in the process is the Academic Senate, which represents all categories of researchers, including Ph.D. students. A final way will be thorough evaluations of activities by direct participants and by conducting research inquiries among all staff. Evaluations will be carried out on all training events. A university-wide survey is then planned for the end of the first implementation period to assess progress in selected areas of the action plan. The results of the research will also serve as a basis for the preparation of the next modified Action Plan.

Dissemination of all processes and outputs towards the target group is important for the whole process of successful implementation of HRS4R. In this area, existing internal communication tools will be used, e.g. newsletter, a website for employees. Furthermore, a specialized website dedicated to the implementation of HRS4R has been created and continuously updated. We are also planning a special website for Ph.D. students, which will focus on the area of education and career development.

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

Checklist	*Detailed description and duly justification
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p>Implementation of the planned processes and procedures will be regularly monitored and evaluated by the Steering committee in cooperation with the Working Groups for the given area.</p> <p>The primary role of the Steering Committee is to ensure that the proposed HRS4R actions are fully in line with the strategic documents and objectives of the UP and that the ongoing processes are sustainable in the long run.</p> <p>The individual measures of the action plan will be approved and implemented at all eight faculties, and due to the diverse requirements of UP researchers, it is necessary to implement all procedures and processes in a positive environment with the support of faculty and university management.</p> <p>The Steering Committee is composed of representatives of the top management of UP, specifically the Rector, Vice-Rectors, Deans of the individual faculties and the Director of the Institute. The involvement of the university management and representatives of individual faculties will ensure that they will be informed about all phases of implementation.</p>

	<p>The Steering Committee will be briefed on the project outputs on a quarterly basis, using existing communication platforms (e.g. regular UP management meetings).</p> <p>They will regularly discuss the results achieved with the Academic Senate of UP, with the committees of the Academic Senate of UP (e.g. the Ethics Committee) and with the Student Curia of the Academic Senate, which represents, among others, students of doctoral studies. Discussions with the student chamber guarantee the involvement of even the youngest members of the research community in the processes at UP.</p> <p>In the first quarter of the year the permanent Working Groups will be established and the detailed time schedule of individual activities will be negotiated. The working groups will thematically copy the individual areas proposed in the action plan. The vice-deans responsible for HR at faculties, R1-R4 researchers as a representative of research community, administrative staff from the centre and personnel officers of individual parts of the university will be represented in them.</p> <p>The purpose of such a broadly defined group is to give voice to all categories of employees who will be affected by the strategy in their daily practice. Researchers in the positions of assistant professors (post-docs), associate professors/professors, heads of departments and heads of research teams are themselves best placed to know the situation in the workplace and can provide sufficient feedback on proposed measures. The Vice-Deans are the main policy-makers in the faculties, and the HR staff in the faculties and at HQ will ensure the process and system anchoring of the various activities.</p> <p>The working groups will meet at least once per Q. In case of an operational task meetings will take place more often. The outputs of the working groups will be finalized in cooperation with the expert guarantor and the project manager.</p> <p>The linkage of the working groups with the Steering Committee will be ensured by the membership of the Vice-Chancellor for Organisation and Legislation, the Chief Project Manager, the Expert Guarantor of the project and several other members of the research community in the Steering Committee and Working Groups.</p>
<p>How do you intend to involve the research community, your main</p>	<p>Senior executives, who are members of the Steering Committee and Working Groups are the representative of the research community of the university as well. Regarding this they will further inform researchers at their workplaces through the usual communication channels (management meetings, meetings of departments and</p>

<p>stakeholders, in the implementation process?</p>	<p>research centers). If a feedback and a wider discussion is required, common communication tools such as focus group, internal meetings, questionnaire survey, internal communication channels (UP Portal, employee email, employee section of the UP websites, etc.) will be used.</p> <p>The outputs of individual activities will also include methodological materials (e.g. for the recruitment and selection of new employees), which recommend a uniform approach in the given areas. These methodologies will be distributed to all UP faculties and research centers. At the same time, a specialized website dedicated to the implementation of HRS4R has been created and continuously updated, which will facilitate the dissemination of information and outputs to stakeholders and all other members of the research community.</p> <p>The Academic Senate, which brings together representatives of the academic and research community from all unites and all research ranging at the University, will also be informed of all activities.</p>
<p>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.</p>	<p>Palacký University declares the implementation of HRS4R in its Strategic Plan for the period 2021+. One of the main objectives of the plan is to optimise the area of human resources management (point 4.3) and thus centralise HR processes across all parts of the university.</p> <p>In the Strategic Plan, the University aims to restructure the management of human resources in science and research (point 3.7). The focus is on integrating management structures to promote excellence in science and research. For this purpose, a support apparatus will be established at the central level of the organisation.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>To ensure the implementation of the planned actions, the Working Groups have been set up. They will implement the individual steps in a close cooperation with the team of the HR department. The Working Groups are divided according to the individual thematic areas of the action plan and are responsible for fulfilling the planned actions and outputs in the given schedule of work. Furthermore, they are responsible for establishment of outputs within internal structures and documents and communication towards the faculties and research centers of UP. This activity will be continuously evaluated during team meetings and deadlines will be checked in accordance with the minutes of the meetings.</p>

	<p>The activities of the Working Groups and the implementation of the Action Plan will be subject to the control and evaluation of the Steering Committee.</p> <p>As part of their functioning, the Working Groups will put particular emphasis on intensive internal communication between representatives of faculties and research centers (who are also part of the working groups), the team of HR department and other partners in order to the individual steps of the implementation of new measures are implemented smoothly and with a minimum of risks.</p> <p>Thus, the implementation of the proposed actions will be evaluated both by checking the activities of the working groups, the implementation of the timetable and effective internal communication, and by means of a university-wide survey, the aim of which will be to assess progress in individual areas of the Action Plan (at the end of first implementation period).</p>
<p>How will you monitor progress (timeline)?</p>	<p>The tool for monitoring progress will be a timetable for the implementation of the Action Plan and monitoring its compliance. Regular working group meetings and minutes will be used for this purpose. The working groups have clearly defined objectives resulting from the action plan, including deadlines (what to process and by when). These measurable indicators will be included in the minutes and submitted to the Steering Committee for evaluation. In case of complications where it is not possible to present the given outputs, the situation will be analysed by the working groups or e.g. in focus groups and an optimal solution will be adopted in accordance with the Action Plan.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>Indicators for each thematic area are included in the Action Plan in the form of measurable outputs and targets. The implementation of these indicators will be part of the work of the working groups and subsequently part of the Steering Committee's scrutiny. The working groups will report on the implementation of the indicators and targets within the set work schedule (timetable) and, where appropriate, on measures related to any complications. The report shall be submitted for scrutiny, discussion and possible action by the Steering Committee.</p> <p>Focus groups with researchers will be an integral part of the implementation evaluation to assess and verify the impact of the HRS4R implementation on researchers and the University as a whole.</p> <p>Also important for the assessment of progress will be a university-wide survey at the end of the first implementation period of the</p>

	Action Plan, where indicators based on the different areas of the Action Plan will be the evaluation criteria.
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Additional remarks/comments about the proposed implementation process:

The implementation of HRS4R at Palacký University will be part of the Strategic Plan of UP, thus declaring the long-term interest in the development of human resources at UP. The common interest of the University is to create an attractive place for the career development of young as well as experienced scientists. This goal will be fulfilled with well-functioning, transparent and non-discriminatory recruitment, quality adaptation, and subsequent support for career development, including the creation of conditions for reconciling the family and working life of researchers.

All this will be possible if the University continues to build on ethical principles in research and teaching, honour equal treatment and provide legal certainty and social support for its staff.

Only by meeting all these conditions will Palacký University become an attractive employer on a European scale and compete with the best European universities in attracting the best researchers.