

CASE NUMBER

TEMPLATE 4 – Action Plan

NAME ORGANISATION UNDER REVIEW:

University of Chemistry
and Technology Prague

ORGANISATION'S CONTACT DETAILS:

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SUBMISSION DATE:

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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	1 198
Of whom are international (i.e. foreign nationality)	101.4
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0
Of whom are women	519
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor	247
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	308
Of whom are stage R1 = in most organisations corresponding with doctoral level	643
Total number of students (if relevant)	3 836
Total number of staff (including management, administrative, teaching and research staff)	1 263.3
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	102 746 192 €
Annual organisational direct government funding (designated for research)	15 497 018 €
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	18 245 104 €
Annual funding from private, non-government sources, designated for research	9 402 410 €

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

The University of Chemistry and Technology in Prague is a public university and an educational and research institution focused on technical chemistry, chemical and biochemical technology, chemical and materials engineering, bioengineering, food chemistry, food technology and environmental technology.

UCT Prague was founded in 1952, but its origins date back to 1807, to the beginnings of chemistry teaching at the Czech Technical University in Prague.

UCT Prague has four faculties, they are: the Faculty of Chemical Technology, Faculty of Environmental Technology, Faculty of Food and Biochemical Technology, Faculty of Chemical Engineering. The Kralupy Technopark and the Institute of Economics and Management are an important part of the university.

UCT Prague is characterized by a balanced quality of basic and applied research, active transfer of scientific knowledge into practice, participation in innovation and industrial research and development.

According to the prestigious QS World University Rankings, UCT Prague maintained its second place among Czech universities last year. In a global ranking, it reached the 373-376th position.

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.

Ethical and professional aspects	
STRENGTHS	UCT Prague is a technical university with a focus on and infrastructure for chemistry, chemical and materials engineering, food and biochemical technology and environmental technology.
	R&D activities are primarily based on the implementation of scientific research projects that support the creative activities of participating researchers. The working environment is open to external partners (other research organisations and private companies).
	Freedom of research, respect for ethical principles as well as professional responsibility, access and accountability are strongly embedded in the university's scientific community. This principle is supported by a long tradition as well as by strategic documents.
	Quality is also ensured through internal regulations implemented at the level of the university, faculties and individual institutes, and through other internal control mechanisms such as the Rector's Collegium and the Academic Senate of the university.
	UCT Prague has a Code of Ethics as an internal regulation and an Ethics Commission.
	The protection of intellectual property rights is fully applied in the academic environment, as are the rules for technology transfer. The rules are determined by relevant internal documents and national legislation.
	Competitive Hiring Process Codes for academic and managerial staff and documents and procedures for the evaluation of academic staff are uniformly implemented across the university.
	Currently, the setting of performance targets for employee evaluation is the responsibility of line managers, heads of institutes and deans.
	<i>Professional aspects:</i> In 2021, a project centre was established to provide sufficient support for the preparation and implementation of projects.

WEAKNESSES

Based on the GAP analysis, the following main areas for improvement have been identified, which cut across several thematic groups:

There is an internal evaluation system that provides all R1-R4 with a framework for setting and evaluating performance targets, but this system needs to be further improved by setting additional evaluation criteria, e.g. in the area of evaluating the teaching performance of academic staff and their involvement in the so-called 3rd role of the university.

In order to create a bilingual university environment, it is necessary to provide some missing relevant information, forms and training in English (the same as in Czech), as there is still a significant language barrier for foreign R&D staff.

There is a lack of sharing of structured information and training on ethical principles, both in the initial phase of employment (Onboarding) and also further training within the framework of further education of the R1-R4 researcher.

Professional aspects: Expanding the services of the project centre to increase the involvement of researchers, especially in international projects.

There is a lack of a fully bilingual website for science and research (Research and Technology Transfer Office, Project Centre) that would improve the provision of information, especially to foreign researchers.

Recruitment and selection
STRENGTHS

UCT Prague has established Competitive Hiring Procedure Rules for Filling Academic Staff Positions in accordance with national legislation.

Selection commissions are composed according to professional qualifications. Members of selection commissions shall have the qualifications relevant to the selection of the position to be filled in the competitive hiring procedure.

The recruitment process does not only include formal competitive hiring procedures for positions in research and development projects. Recruitment is the responsibility of the project investigators, the respective senior staff and the deans of the faculties.

WEAKNESSES

Based on the GAP analysis, the following main areas for improvement have been identified, which cut across several thematic groups:

There is no English version of the information for applicants that would demonstrate potential career paths for candidates.

In justified cases, the services offered by EURAXESS are not used.

There is no overall OTM-R strategy covering the recruitment process.

Working conditions	
STRENGTHS	The framework for the research environment is defined by internal regulations and is also set out in the Strategic Plan for the period from 2021, which focuses on activities in the field of research, education, development and innovation.
	In the Czech Republic, researchers from UCT Prague are recognized as quality experts, thanks to the efforts of UCT Prague to ensure maximum professionalism in all aspects of the university's activities. Gender equality is promoted in the research environment.
	The current system allows for the specific needs of researchers to be accommodated in terms of their work-life balance, including part-time contracts, flexible working hours, internal guidelines for home offices, longer leave than the legal limit for non-academic staff, etc. There are also childcare services (the crèche Zkumavka) offered in the UCT building.
	There is a general practitioner's office on the premises of UCT Prague, which is available to all employees of UCT Prague.
	Intellectual property protection and co-authorship issues are respected according to national legislation (Copyright Act, Act on Inventions and Improvement Designs, and other legislation related to intellectual property protection) and other internal regulations of the university (Principles of Editorial Activities of UCT Prague, Guidelines on Protection and Application of Intellectual Property Rights at UCT Prague).
	The right to participate in decision-making is ensured through the Academic Senate at the university and faculty level.
	The system of evaluation of academic and non-academic staff takes place within the faculties and institutes according to their internal rules.
WEAKNESSES	To support internationalisation, a Welcome Centre was established in 2021 to provide assistance and information services to foreign workers. The MobIS information system was created to facilitate the administration of international mobilities.
	Based on the GAP analysis, the following main areas for improvement have been identified, which cut across several thematic groups:
	The school's website and Personnel Department Intranet, with all the necessary employment information in one place, should also be available in English. In order to internationalize the working environment, it is necessary to gradually move to a full bilingual website for the entire university.
	A shortcoming is the poor clarity of the information provided and the need to streamline administrative procedures by digitizing the electronic circulation of documents and signatures.
	It is necessary to improve the user-friendliness of the website (Intranet) by unifying information about existing educational activities and training and development opportunities offered by the individual parts of UCT Prague.
	In the future, it is necessary to continue to expand the services of the Welcome Centre, e.g. in the sense of continuous updating and expanding the information on the website and providing comprehensive administrative support, as well as the organisation of integration activities.
	There is a high administrative burden on senior staff. Much of this burden is due to external factors – laws and requirements of state institutions.

Training and development

STRENGTHS

All researchers at UCT Prague have access to continuous educational process at institutional and individual level. Researchers have the opportunity to participate in professional congresses, courses and training provided at school level. At UCT Prague, further education of employees is organised by the Personnel Department and other department units according to the professional scope of the department unit's activities, e.g. the Counselling and Career Centre, the Research and Technology Transfer Office, the Project Centre, the Department of Communication, and the school-wide institutes of economics and management, languages, teaching and humanities. At present, career development is also implemented at the faculties and institutes of UCT Prague. The *Lifelong Learning* web portal offers professional courses for the general public and employees. There is also a range of seminars, a competence academy and a mentoring policy.

The PhD student training system is described and regulated by national and internal legislation, and training for R1-R4 scientists is a voluntary part of their career development.

WEAKNESSES

Based on the GAP analysis, the following main areas for improvement have been identified, which cut across several thematic groups:

There is a limited supply of training in management, leadership, and communication for senior researchers.

There is a limited continuing education concept for R1 and R2 researchers and training for early career researchers. The current Effective Scientific Writing course needs to be complemented by the offer of further educational follow-up courses.

Formal guidelines for mentoring and mentor assignment for early career researchers need to be implemented on a voluntary basis.

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://www.vscht.cz/career/hr-award>

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:

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Topic 1. Ethics and Good Practice in Research				
1. Update of the Code of Ethics and the Code of Procedure of the Ethics Commission	1, 2, 3, 23, 32, 34, 35, 36	4Q2024	Ethics Commission	<ul style="list-style-type: none"> – Proposal – Comments <i>Objective:</i> Publication of updated documents on the website
2. Establishment of a contact person for inappropriate behaviour undermining personal dignity	2, 3, 4, 10, 34	2Q2023	Counselling and Career Centre (CCC)	<ul style="list-style-type: none"> – Definition of the powers of the contact person for mediation – Rules for nomination and selection of the contact person <i>Objective:</i> Dissemination, offer to use the service to resolve work and ethical conflicts
3. Prevention and management of undesirable behaviour in the workplace-revision of internal guidelines	2, 24	3Q2024	Ethics Commission, faculties,	<ul style="list-style-type: none"> – Revision of the Directive <i>Objective:</i> Publication of the Directive on the website
4. Preventing and addressing unwanted behaviour-complaint procedures	2, 24	2Q2024	Personnel Department, CCC	<ul style="list-style-type: none"> – Developing procedures for filing a complaint – Information about the procedure on the website <i>Objective:</i> Awareness of employees and students

5. Development of the Project Centre	4, 5, 6, 8	1Q2023+	Project Centre	<p>Services provided: grant consultancy, organisation of training, information on calls</p> <p>Development Strategy:</p> <ul style="list-style-type: none"> – Training module developed – Questionnaire to identify barriers – Individual consultation – Staff reinforcement with project managers <p><i>Objective:</i> Greater involvement of the scientific community in projects of foreign providers (EC)</p>
6. EPAS – new information system for registration and approval of R&D projects	4, 6	4Q2023	Project Centre, Computer Centre	<p>Target group: academic staff and researchers</p> <p>New IS that simplifies the administrative process for scientists and is compatible with the IS of providers</p> <ul style="list-style-type: none"> – Preparation – Pilot operation – Training of CC staff and researchers <p><i>Objective:</i> Fully functional electronic information system</p>
7. Innovation of the Science and Research website of UCT Prague	1, 2, 4, 5, 6, 9	1Q2023+	Project Centre, Research and Technology Transfer Office, website administrator	<ul style="list-style-type: none"> – Continuous content updates – Simplification and better accessibility of information <p><i>Objective:</i> A new website in cz/en providing full information for researchers</p>
8. Open Science, Open Access and Open Data training for senior staff of UCT Prague (R3-R4)	1, 2, 3	1Q2023+	Centre for Information Services (CIS)	<p>Target group: Academic staff and researchers</p> <ul style="list-style-type: none"> – Annual training schedule, – Number of training sessions, – Number of persons trained <p><i>Objective:</i> Training offer</p>
9. Open Science training for early-career scientists (R1-R2)	2, 3	1Q2023+	CIS	<p>Target group: Academic staff and researchers</p> <ul style="list-style-type: none"> – Annual training schedule – Number of training sessions – Number of persons trained <p><i>Objective:</i> Training offer</p>

10. Strategies for Open Science	2, 3	2Q2025	CIS	Target group: academic staff and researchers – Working Group – Approval of the strategy <i>Objective:</i> Publication of the strategy on the website
11. Intellectual Property Protection-Training R1-R4	2, 3, 8, 31	1Q2023+	Research and Technology Transfer Office	Target group: Academic staff and researchers, students – Annual training schedule – Number of training sessions – Number of persons trained <i>Objective:</i> Training offer
12. Intellectual property protection guide for R1-R4 employees	2, 3, 8, 31	4Q2023	Research and Technology Transfer Office	Target group: academic staff, researchers, PhD and Master degree students – Guide preparation – Publishing of the guide <i>Objective:</i> Guide published on the website
13. Rules for setting up spin-off companies	3, 8, 31	4Q2024	Research and Technology Transfer Office	Target group: academic staff and researchers – Preparation – Elaboration and approval of rules <i>Objective:</i> Methodological instruction for publication on the website
14. Licence offer sheet	3, 8, 31	3Q2025	Research and Technology Transfer Office	Target group: external workers, private entities, industrial partners – Preparation – Processing and approval <i>Objective:</i> Offer sheet published on the website
15. Rules for the validation of foreign education-students and employees	19	4Q2023	Department of Quality Assessment, Department of International Relations	Target group: international students and researchers and academic staff – Revision of the rules, in particular for the validation of R1 and R2 – Revision of existing information resources on the website – Newly processed information on the website – design and approval <i>Objective:</i> Consolidation of information and publication on the website cz/en version

Topic 2. Implementing OTM-R principles				
16. Revision of the Competitive Hiring Process Codes and the Competitive Hiring Process Codes for Other Positions	14, 15, 16, 17, 18,	1Q2023-3Q2024	Personnel Department, Deans' Offices of faculties,	<ul style="list-style-type: none"> – Proposal and adoption of revised regulations – Extension of the Competitive Hiring Process Codes for Non-Academic Positions <i>Objective:</i> Publication of the regulations on the website in cz/en
17. Methodological guide to the recruitment process	14, 15, 16, 17, 18	3Q2024	Personnel Department, Deans' Offices of faculties	<ul style="list-style-type: none"> – Defining the basic procedures of the recruitment process – Composition of selection commissions – Rules on electronic records of announced competitive hiring procedures <i>Objective:</i> Publication of the methodology
18. Advertising rules	13, 14	2Q2023-2Q2024	Personnel Department, faculties, Communications Department	Target group: employees <ul style="list-style-type: none"> – Create templates for type positions; – Create templates for international advertising <i>Objective:</i> Publication of the advertising methodology on the UCT website in cz/en for EURAXESS, Researchjob
19. Recruitment Code	20, 21, 22, 25, 28	1Q2025	Personnel Department, faculties, Rector's Office	Target group: employees of the UCT <ul style="list-style-type: none"> – Proposal – Comments <i>Objective:</i> Publication of the document on the website in cz/en
20. Update of the wage regulation	25, 26	4Q2023	Personnel Department, faculties	Target group: employees of the UCT <ul style="list-style-type: none"> – Discussion of the proposal – Approval <i>Objective:</i> Publication of the document on the website in cz/en
21. OTMR recruitment strategy	12, 13, 15	2Q2024	Personnel Department, faculties, Rector's Office	Target group: employees of the UCT Document describing the recruitment policy process <ul style="list-style-type: none"> – Proposal – Comments – Approval <i>Objective:</i> Publication of the document on the website

22. Training of senior staff in OTM-R	15	2Q2024+	Personnel Department	<p>Target group: senior staff, members of selection commissions</p> <ul style="list-style-type: none"> – Annual training schedule – Number of training sessions – Number of persons trained <p><i>Objective:</i> Training offer</p>
23. Quality control of the recruitment process	12, 13	3Q2024	Personnel Department, faculties	<p>Target group: employees</p> <ul style="list-style-type: none"> – Evaluation of the competitive hiring procedure – statistics, evaluation of the fulfilment of the OTMR objectives – Methodology: rules for handling complaints from applicants <p><i>Objective:</i> Evaluation of complaints – procedure control and statistics</p>
24. Attractive working conditions: exit interview	24	3Q2023	Personnel Department, faculties	<ul style="list-style-type: none"> – Preparation of the form for the evaluation exit questionnaire – Assessment of the evaluation exit questionnaires – Annual statistics on terminated employment relationships <p><i>Objective:</i> Obtaining feedback from employees who are leaving employment at UCT Prague</p>
25. Adaptation process	24	1Q2024	Personnel Department, faculties	<p>Target group: employees</p> <ul style="list-style-type: none"> – Creation of a methodology of basic procedures for the orientation and adaptation of a new employee – Identification of development needs <p><i>Objective:</i> Publication of the methodology on the web in cz/en</p>
26. Mobility certificate	18, 29	4Q2023	Department of International Relations	<p>Target group: foreign employees R1 and R2</p> <p>Recognition of mobility from the UCT</p> <ul style="list-style-type: none"> – Proposal and discussion of the form of the certificate – Approval of the certificate – Issuance of a certificate template <p><i>Objective:</i> Publication of the certificate on the website in cz/en</p>

Topic 3. Evaluation and personal development

27. Extension of the training offer/modules for entry-level staff	1, 2, 3, 5, 6, 8, 9, 28, 30, 31, 32, 33, 38, 39	2Q2024	Personnel Department, Research and Technology Transfer Office, faculties	<p>Target group: PhD students, researchers and academic staff, R1 and R2</p> <p>Module for training new employees in e.g. The ethical and professional aspects of research, intellectual property rights, popularization of science, pedagogical skills, English, use of on line forms of training</p> <ul style="list-style-type: none"> – Annual training schedule – Number of training sessions – Number of persons trained <p><i>Objective:</i> Training offer</p>
28. Training offer for senior staff in management skills	29, 36, 37	2Q2023	Personnel Department, faculties	<p>Target group: senior academic staff and researchers</p> <ul style="list-style-type: none"> – Annual training schedule – Number of training sessions – Number of persons trained <p><i>Objective:</i> Training offer</p>
29. Personal development plans	28, 38, 39	1Q2025	Personnel Department, faculties	<p>Target group: employees</p> <ul style="list-style-type: none"> – Analysis of employee needs; link to the adaptation process, Recruitment Code – Recording requirements in the personnel information system <p><i>Objective:</i> Methodology, publication of the document on the website (Intranet)</p>
30. Support for disabled persons: training of PD and faculty staff in the labour law issues of disabled persons, training in communication with workers with specific needs	24	1Q2024	Personnel Department, faculties	<p>Target group: employees of the PD and other relevant administrative staff</p> <ul style="list-style-type: none"> – Annual training schedule – Number of training sessions – Number of persons trained <p><i>Objective:</i> Training offer</p>

31. Implementation of the Gender Equality Plan	27	1Q2023+	HR Award Working Group, Personnel Department	Target group: employees – Monitoring the implementation of actions, – Inspection and continuous evaluation <i>Objective:</i> Evaluation of the implementation of the GEP
32. Mentoring scheme	27, 30, 36, 37, 38	1Q2022+	Research and Technology Transfer Office, Counselling and Career Centre	Target group: PhD. students, R1 and R2 – Implementation of the mentoring scheme – Number of persons involved <i>Objective:</i> Publication of the mentoring programme announcement
Topic 4. Working conditions				
33. Updating the Collective Agreement	6, 7, 10, 14, 24, 25, 26, 37	1Q2025	University and faculty management,	Target group: all employees – Proposal and discussion of the update – Approval of amendments or a new Collective Agreement <i>Objective:</i> Publication of the document on the website
34. Welcome Centre development	12, 13, 18, 29, 30, 40	1Q2023+	Department of International Relations	Target group: foreign guests and employees – Information for foreigners on the website in en, continuous update – For new arrivals i.e. visits and employment, the handling of administrative processes, – MobIS system development – Providing assistance to foreign guests and employees. – Monitoring of the time intensity of services provided per person <i>Objective:</i> improving the quality of services offered, updated website with information for foreigners in ENG
35. Integration activities for foreign employees and students	18, 29	1Q2023+	Department of International Relations	Events to promote integration at the UCT – Number of events per year (2) <i>Objective:</i> Improving the knowledge of foreign employees and PhD students about the functioning of the UCT, networking with other foreigners

36. Monitoring satisfaction with Welcome Centre services	18, 40	2Q2024+	Department of International Relations	Feedback from foreign workers – survey of satisfaction and needs of foreigners <i>Objective:</i> Improvement of services for foreign workers and guests at the UCT
37. Guide for new employees	24, 36	1Q 2023	Personnel Department	– Design and preparation of the guide – Processing and publication <i>Objective:</i> Information guide for new employees in cz/en published on the website
38. Improving the bilingual environment for scientists – language courses for administrative staff	10	1Q2023	Personnel Department, Department of Languages	– Language courses for relevant staff of the PD and other departments – Annual training schedule – Number of training session – Number of persons trained <i>Objective:</i> to ensure easier communication and working conditions for foreigners at the UCT
39. Employee Evaluation/ Employee Profile Information System	11, 16, 26	4Q2026	Personnel Department, Faculty, Computer Centre	Target group: all employees – Employee Profile – revision of the information system; – Creating monitoring of employee activities in the Employee Profile <i>Objective:</i> to introduce electronic procedures for employee evaluation
40. Evaluation of academic staff and researchers	2, 3, 6, 11, 16, 20, 28, 31, 32, 39	4Q2026	Personnel Department, faculties, Rector's Office	Target group: academic staff and researchers – Creation of a methodology for employee evaluation – Drafting of the Directive <i>Objective:</i> Publication of the Directive on the website
41. Modernization of the HR Information/Personnel Department websites	9, 10, 13, 14, 24	2Q 2023	Personnel Department, website administrator	Target group: employees, applicants for employment at the UCT New structure of the PD website – Design and commenting on the new extranet website in cz/en – Placing information about careers at the UCT in an easily accessible place – Simplification and better accessibility of OTM-R policy information <i>Objective:</i> New structure of the PD website to improve the clarity of the information provided and improve staff awareness

42. Translation of relevant documents into English	1, 2, 3, 4, 5, 6, 7, 10, 23, 24, 35	1Q2023+	HR Award WG, in cooperation with the PD, Research and Technology Trans- fer Office	Translation of documents-prioritization of documents according to the list – Strategic documents, internal regulations, internal standards, directives, minutes of the Academic Senate and Rector's Collegium meetings, model contracts – Website translations: science and research, employees – Timetable for translation <i>Objective:</i> Translations published on the website
43. Progressive digitisation of administrative processes: Personnel area	6, 11, 39, 40	2Q2023+	Computer Centre, Personnel Department	– Setup and implementation of an electronic circulation system for personnel documents, – Electronic training records, – Full use of the IS Employee Profile – Schedule for the launch of new systems <i>Objective:</i> Reducing the administrative burden on employees

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.

At present, the recruitment of new employees is governed by **Competitive Hiring Process Codes**: for filling academic staff positions (internal regulation), for the appointment of heads of institutes and departments (internal standard), for filling head of department positions (internal standard), as well as the Assessment of Scientific/Academic Staff.

Prior to the implementation of Open, Transparent, Merit-Based Recruitment, the role of the personnel department and current faculty recruiters will be clarified, procedures will be reviewed, consolidated and described in an internal document in accordance with OTMR.

The new and revised internal recruitment regulations will be available on the school's website. They will take into account the classification of researchers according to R1-R4 together with the characteristics of their profiles.

The procedure and strategies will be generally set for other bidders as well.

This strategy will continue to be divided into 3 phases according to the OTM-R checklist:

Advertising and application

- Unification of templates for advertising at all department units of the UCT
- Acknowledgement of receipt of application for the competitive hiring procedure
- Greater use of Euraxess to reach employees from abroad

Evaluation and selection

- Revision of the Competitive Hiring Process Codes and the Competitive Hiring Process Codes for Other Positions
- Composition of selection commissions for competitive hiring procedures in accordance with the relevant Code of Procedure
- Greater use of e-tools in interviews

Admission to the position

- Feedback after the competitive hiring procedure: participants are informed of the outcome of the competitive hiring procedure.

The final phase will evaluate how OTM-R is meeting its objectives

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:

4. Implementation

General overview of the expected implementation process:

The action plan is designed with a main focus on actions that will address the biggest shortcomings identified in the GAP analysis and the OTM-R checklist (recruitment code established by the Competitive Hiring Process Code, staff evaluation, recruitment rules).

A Steering Committee composed of representatives of the school management (Rector, Vice-Rector for Research and Development, Vice-Rector for External Relations and Communication, Vice-Rector for Strategies and Development, Bursar, representatives of R1-R4 researchers) in cooperation with the deans of faculties coordinates and evaluates the process of implementation of the Action Plan. The Steering Committee is fully aligned with the strategy of the Action Plan and supports its individual actions.

The Steering Committee, in cooperation with the deans of faculties, will oversee the HRS4R implementation process and analyse it on the basis of specific steps of the Action Plan. During the preparation phase, the Steering Committee met operationally as needed to evaluate the HRS4R preparation process (4 times a year in total) and its representatives reported on the process to the Rector's Collegium and the Academic Senate. The Steering Committee will follow the same model in the implementation phase. At the same time, the Steering Committee receives feedback on the results of the process evaluation from the European Commission, which informs the Working Group and sets further tasks for the implementation process.

In the implementation phase, the Steering Committee:

- supervises the implementation of the Action Plan - receives reports from the Working Group Coordinator on the progress of the implementation of the Action Plan steps
- assists in the implementation of individual steps
- approves any changes to the Action Plan

A working group divided into 4 thematic sub-groups (Ethical and Professional Aspects, Recruitment and Selection, Working Conditions and Social Security, Training and Development) will be in charge of following the steps described in the Action Plan.

The Working Group has one representative on the Steering Committee (Vice-Rector for R&D)

In the implementation phase, the Working Group:

- according to its thematic subgroups, assists with the implementation of individual actions
- monitors the implementation process and reports to the Steering Committee
- involves R1-R4 scientists in the implementation process of the actions
- performs tasks assigned by the Steering Committee

The Steering Committee and the Working Group cooperate with external consultants from the departments sectorally close to UCT Prague and which have already successfully implemented HRS4R: the Institute of Organic Chemistry and Biochemistry of the CAS, the J. Heyrovsky Institute of Physical Chemistry of the CAS and the Czech Technical University in Prague. In the future, these consultants will be involved in advising on the implementation of individual steps of the Action Plan.

The timetable for the implementation of the actions is set from Q1 2023 to Q4 2025.

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

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

*Detailed description
and duly justification

The Steering Committee oversees the implementation of the individual activities of the Action Plan. The Working Group, responsible for monitoring compliance with the timetable for the implementation of the Action Plan and the quality of the implementation of the Action Plan measures, will regularly report on the implementation of individual measures and report four times a year to the Steering Committee. Regular meetings of the Working Group will be held at least 4 times a year. The working group is balanced between faculty and rectorate representatives, R1-R4 representatives and school management, as nominated for the preparation of the GAP analysis and other documents (Action Plan, OTM-R). In case of personnel changes, adequate representatives will be nominated to the Working Group to replace the outgoing members. The Working Group Coordinator will submit a quarterly implementation schedule to the Task Force and subsequently report to the Steering Committee on the implementation of the Action Plan. The Steering Committee evaluates the progress in the implementation of the measures of the Action Plan and informs the deans of the faculties, through whom the heads of the institutes are informed. The Steering Committee regularly consults external experts on individual measures whenever it needs to obtain expert opinion on a topic. It is in direct contact with the working group and receives feedback on the implementation of actions. Information on the implementation of the Action Plan is provided to the Rector's Collegium and the Academic Senate. The implementation of the activities of the Action Plan will be reported to all employees on an annual basis in the magazine SPIN.

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

*Detailed description
and duly justification

The HR policy and the HR Award is one of the objectives of the Strategic Plan 2021–2025 and is part of the annual Institutional Plans, therefore HRS4R has been repeatedly discussed on school-wide and faculty platforms, where particularly the benefits and impacts on the university and its research staff were highlighted. The involvement of the research community has already been taken into account in the formation of the Working Group and in how it will continue to participate in the collaborative development and approval of new documents, regulations and procedures. The results of a school-wide questionnaire survey on C&C principles were used to finalise the GAP analysis and Action Plan, with 47% of employees responding. Faculty researchers and administrators will be kept informed of next steps as they are consulted. At the time the Action Plan was developed, we took into account the requests and comments of the researchers and incorporated them into the Action Plan. As the Working Group is divided into thematic areas, its members, as representatives of the research community and management, are actively involved in the implementation in their respective areas.

The Working Group monitors the implementation of individual actions and the management of individual steps towards their implementation, and subsequently prepares progress reports to be presented at regular Steering Committee meetings (4 times a year, or more frequently as needed). The Steering Committee and the Working Group consult together to plan further tasks and evaluate the implementation process. Individual documents are submitted according to a timetable. The research community will continue to be involved in the implementation process through the Academic Senate and the Rector's Collegium will be regularly informed of the progress of implementation. The representative of the Working Group will also inform the Dean's Collegium of individual faculties about the progress at regular quarterly intervals.

Checklist
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**

HRS4R is recognised as the overarching HR policy at the UCT and its linkage to the strategic objectives of the school is ensured by the representatives of the university's senior management on the Steering Committee.

In order to adopt HRS4R into HRM across all departments of the university, intensive communication about the objectives of C&C implementation and the rationale for each step was required at campus-wide platforms where researchers and students were introduced to the processes associated with the HR Award and the benefits it brings.

For example, in previous years the school has already held an information campaign on the issue of "HRS4R" and practical information on the implementation of the HR Award. A questionnaire survey focusing on the principles of the C&C strategy was conducted in January 2022. This questionnaire survey was complemented by two focus groups focused on work life balance and the recruitment process. The report of these investigations is published on the university's website. In the future, we intend to continue to conduct employee satisfaction surveys in the form of questionnaire surveys and to report on the implementation of the Action Plan and HRS4R in the SPIN magazine.

The implementation of the Action Plan will involve the HR Department, the R&TT Department, the Project Centre, the Counselling and Career Centre and the Department of International Relations.

All major steps required by the Action Plan are approved in advance by all parts of the university.

Checklist
How will you ensure that the proposed actions are implemented?
***Detailed description
and duly justification**

The progress in the implementation of the individual activities will be monitored and controlled by the responsible members of the Working Group for the given area and the coordinator of the Working Group. The Working Group and the Steering Committee will identify the results of implementation and verify the functionality of the Action Plan steps with the target group - R&D staff at levels R1 - R4. Control mechanisms will be set up in the form of regular meetings of the persons involved and subsequent reporting. The Working Group will meet regularly on a quarterly basis to monitor the process. It will then inform the Steering Committee on the implementation of the individual measures. Detailed minutes of the Steering Committee meeting will be taken with the tasks assigned and the results of the meeting. The implementation will be consulted with external collaborators if necessary.

If some steps cannot be implemented or there is a time delay, it will be necessary to explain everything and make further arrangements to correct the problem.

Checklist **How will you monitor progress (timeline)?**

*Detailed
description and
duly justification

A timetable will be established for the delivery of the key outputs, which will be followed by those responsible for these activities and the members of the Working Group.

The whole process will be monitored (see above). A report on implementation will be presented to the Rector's Collegium at least twice a year. Meetings of the Steering Committee and the Working Group will take place at least 4 times a year.

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

*Detailed
description and
duly justification

The fulfilment of the indicators will be monitored through the shared environment of working groups (currently all newly created documents are shared in MS Teams and Google Docs).

The indicators necessary to meet the objectives will be set for each action plan activity and will be monitored by the Working Group Coordinator and the Working Group, after which information will be forwarded to the Steering Committee.

During the implementation process, an internal evaluation will be carried out together with a review of the implementation of the Action Plan.

The results will be compared with the implementation schedule. This process should allow us to assess the progress of the HR process and highlight additional gaps that may arise during implementation.

Additional remarks/comments about the proposed implementation process:

The aim of the whole process of implementation of this HR strategy is to create internationally competitive conditions and an environment for conducting excellent scientific research activities and for promoting innovation by setting the strategic management of the university in accordance with the terms of the European Charter for Researchers and the Code of Conduct for the recruitment of researchers. The aim is not only to obtain but also to retain the HR Award in the long term and in further subsequent steps to implement the HR strategy into the internal management processes of the university.

Impacts on institutional development:

Benefit for the school as a research organisation

- Engaging with a pan-European network of researchers and experts from research organisations by adhering to comparable standards defined by C&C
- The workplace becomes more attractive to foreign workers; foreign workers know what to expect from such a workplace
- Alignment of internal regulations and personnel work with C&C principles
- International visibility with the "HR Excellence" logo; the school will be among the institutions that have made progress in convergence in the field of human resources

All measures aim to increase the attractiveness of a career in R&D

Benefit for researchers

- Transparency and openness towards the public; the school has uniform regulations for ethical and professional aspects, technology transfer, commercialization
- Internationalization of the workplace, bilingual versions of regulations and directives
- Appreciation of mobility experiences in the public and private sector, national and international
- Ensuring transparent recruitment, selection and evaluation
- Obtaining better access to research funding from European and domestic research support programmes, advantages in TACR, HORIZON Europe and other EC-funded follow-up programmes.

ACTION 1

See Ethics and Good Practice in Research

Implementation steps

- 1) Discussion of the various topics of ethics in scientific and research activities: Ethics Commission, Plenary of Researchers
- 2) Revision of the Code of Ethics in accordance with C&C
- 3) Presentation of the new Code of Ethics at the Rector's Collegium and to the Academic Senate
- 4) Awareness raising: workshops/training for existing researchers R1-R4
- 5) Presentation of the R&D ethics training offer for new R&D employees

Development of the Project Centre

- 1) Development of a model of work focus and its anchoring within the school structure
- 2) Continuous recruitment of new administrators, training before the actual start of projects
- 3) Target state: to establish a single centre where the applicant-researcher receives complete support during the preparation and implementation of projects

ACTION 2**See Implementing OTM-R principles**

A page has already been set up on the UCT website which will provide interested parties with details about:

- HRS4R at the UCT;
- OTM-R policy;
- Other key documents and activities contained in the Action Plan timetable.

ACTION 3**See Evaluation and personal development**

To expand the training offer for individual target groups, for newcomers and for the purpose of expanding and renewing knowledge.

ACTION 4**See Working conditions**

In the implementation process, the cooperation of faculties and institutes, the Research and Technology Transfer Office, the Department of International Relations and the Personnel Department with the web administrator will be crucial. Implementation steps

- 1) Ongoing provision of necessary translations into English: documents, internal regulations, websites
- 2) Development of the Welcome Centre: gradual expansion of its services for foreign employees of UCT Prague before their arrival, after their arrival and during their stay in the Czech Republic
- 3) Creation of a new structure for the employee section on the website, increasing the clarity, accessibility and visibility of research job offers
- 4) The introduction of electronic document circulation.