ACTION PLAN

Development Strategy of Human Resources Management at the University of Ostrava

Project: HR Excellence in Research of University of Ostrava

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CONTENT

Action Plan

Key objectives of the University of Ostrava in the HR field

- Clear strategy in Human Resources Management based on the use of empirical tools (survey), systematic planning of individual development as well as the development of research teams, counselling services to improve the working conditions of the employees.

- Targeted popularization of research results for external partners and general public, as well as ensuring internal awareness of research activities, development strategy of the university and relating changes of internal regulations.

- Ensuring good conditions for career development to newcomers, including newcomers from abroad. Creation of conceptual tools facilitating the adaptation of new employees (especially from abroad) with the emphasis on individual development of professional knowledge and skills – adaptation plans, trainings, bilingual environment.

- Transparent recruitment system for researchers ensuring the feedback to applicants and their awareness of working conditions at the University of Ostrava.

- Transparent methodology for performance evaluation of researchers and research teams.

- Systematic development of researchers' competencies via trainings, professional meetings and workshops.

1. Good Practice in Research (GPR)

a) To prepare a document following the Code of Ethics (Good Practice in Research Guideline), which will include, among others, methodology on affiliation and IT Department, co-authorship, instructions on activities of ethical committees for research.

b) To prepare documents related to national legislation in ethics, occupational safety and personal data protection – storage of digital data from the research, work with biological material in biomedicine, work with personal data in research.

GAP Principle	Action	Target Group	Responsible Unit	Timing	KPI
Ethical principles +/- Good practice in research +/- Co-authorship +/- Professional Responsibility +/-	Gathering of factual materials for given topics Creation of the document including graphics Revision by Legal Service Department Printing and distribution of the document Good Practice in Research Guideline	Academics and researchers, students	Vice-Rector for Research Legal Service Department PR	1Q - 2Q 2019	GPR Guideline a) practical guide through principles of Code of Ethics: co-authorship, dedication, affiliation, plagiarism, scientific misconduct
	Creation of the document Comments on the document by the work groups members Publication	As above	Chairman of the Ethical Committee for Research at the UO Vice-Rector for Research Legal Service Department	2Q - 3Q 2019	GPR Guideline b) Methodology – rules for assessing ethics of research at the UO
	Creation of the document Comments on the document by the work groups members Publication	As above	Vice-Rector for research Legal Service Department	2Q - 3Q 2020	GPR Guideline c) Methodology on data processing and handling of biological material

c) To integrate the trainings on ethics in research for employees and doctoral students into a complex training system, which is in preparation.

GAP Principle	Action	Target Group	Responsible Unit	Timing	KPI
Ethical principles +/-	Realization of trainings on ethical principles and GPR	Academics and researchers, students	Vice-Rector for Research, Legal Services Department of the UO	2Q 2019 +	Annual training schedule Number of trainings, number of participants

2. Development of the management strategy of the research teams

a) To create a standard of a strategy for creation of the research teams with the definition of basic and variable structure of the research teams, including supervision and implementation of the standard into Systemization of jobs at the UO.

GAP Principle	Action	Target Group	Responsible Unit	Timing	KPI
Supervision and managerial duties +/-	Creation of the document "Rules for creation and management of the research teams" Comments by the work groups Publication of the document Verification of the functionality of implemented rules on current research initiatives and new research initiatives	Academics and researchers, students	Vice-Rector for Research	3Q 2019 and onward	Methodology (in compliance with Organizational Regulations of the UO and systematization principles) Number of postdocs Number of new research teams

b) To create a career system for researchers at the UO in compliance with related internal regulations (Organizational Regulations, Internal Wage Regulations, etc.). To ensure a clear definition of competencies and career development of researchers. [1]

GAP Principle	Action	Target Group	Responsible Unit	Timing	KPI
Career development -/+	Creation of the Regulations on Career System (including specification of the job position of a postdoc) Comments	UO employees	Head of the Rector's Office, HR Manager Bursar	1Q – 2Q 2019, Implementation 3Q 2019 at the latest	Regulations on Career System Updated version of the Wage Regulations

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[1] The position of a postdoc should be also defined in 2a of Rules for creation of research teams and a postdoc should be included also in the Internal Wage Regulations and in the systemization of jobs as R2. The Career stages of Researchers are as follows:
R1 - First Stage Researcher (Up to the point of PhD)
R2 - Recognised Researcher (PhD holders, not yet fully independent)
R3 - Established Researcher (Researchers who have developed a level of independence)
R4 - Leading Researcher (Researchers leading their research area or field)

GAP Principle	Action	Target Group	Responsible Unit	Timing	KPI
	Publication of the document				
Funding and salaries -/+	Creation of a work group in cooperation with the Centre for Information Technology Functionality analysis of current grant competitions Proposed modifications of the electronic system To launch an electronic system of internal grant support for researchers	Academics and researchers (emphasis on doctoral students and postdocs)	Vice-Rector for Research, Centre for Information Technology	4Q 2019	Electronic system for submitting the applications and evaluation

c) To revise current evaluation processes for doctoral students and researchers and to prepare new evaluation system, including setting standards for doctoral students, evaluation criteria for researchers and its implementation into current information system of the UO (annual plans for employees and evaluations of the employees), motivation components (financial, non-financial), development of evaluated employee, consideration of their potential and possibilities for career development.

GAP Principle	Action	Target Group	Responsible Unit	Timing	KPI
Supervision and managerial duties +/-	Revision of employee evaluation system Setting of new criteria Publication of revised internal regulation on employee evaluation system Launching new system	UO employees	The Head of Rector's Office, HR Manager, Vice-Rector for Research	3Q 2020 – 2Q 2021	New employee evaluation system presented in the form of a Rector's measure

GAP Principle	Action	Target Group	Responsible Unit	Timing	KPI
Supervision and managerial duties +/-	Modification of portal application for monitoring of annual plans and KPIs	UO senior level employees, UO employees	The Head of Rector's Office, Vice-Rector for Research, IT Department	2Q 2021	Modified portal application for monitoring of annual plans and KPIs Number of researchers' quality outcomes (WOS – Q1 Q2)

d) To propose an evaluation system for bigger research entities in relation to the changes in evaluating and financing research institutions in the Czech Republic.

GAP Principle	Action	Target Group	Responsible Unit	Timing	KPI
Evaluation and appraisal system -/+ Funding (and salaries) -/+	Creation of the document „Rectors Order on Research Evaluation System" Comments Publication	Academics and researchers	Vice-Rector for Research	4Q 2019	Publication of Rector's measure Number of researchers' quality outcomes (WOS – Q1 Q2)

3. Preparation of a complex system for the development of key competencies

a) To introduce a complex onboarding system for new employees, which will include information leaflets, individual adaptation plans defining basic working duties, the role of a mentor and a supervisor, required trainings on UO processes and workflow on given job position.

GAP Principle	Action	Target Group	Responsible Unit	Timing	KPI
Career Development -/+ Relations with supervisors +/- Supervision +/- Supervision and managerial duties +/-	Creation of the document „Onboarding in a box" (information for newcomers + adaptation plan)	Senior level employees, mentors, new doctoral students, UO employees	HR Manager, Vice-Rector for Research	3Q 2019 +	Interactive leaflet for new employees, including PhD students
Access to research training and continuous development +/- Postdoctoral appointments (Code) -/- Relations with supervisors +/- Supervision +/- Supervision and managerial duties +/-	Analysis of current situation (examples of good practice) Draft of new mentoring system Comments Training of mentors	UO employees (emphasis on newcomers and postdocs), senior-level employees, mentors	HR Manager, Vice-Rector for Research	2Q 2020 2Q 2020 and onward 3Q 2020 and onward	Mentoring Guideline Schedule for trainings of mentors Number of trainings, number of participants

b) To create a unified platform of trainings for researchers, which will offer possibility to deepen the competencies for various research positions, depending also on the length of working for the university (soft skills, scientific writing, managerial skills, basic knowledge of human resources management, professional and language knowledge with the emphasis on English, knowledge and technology transfer, intellectual property rights).

GAP Principle	Action	Target Group	Responsible Unit	Timing	KPI
Professional responsibility +/- Access to research training and continuous development +/- Public engagement -/+ Continuing professional development +/-	Analysis and mapping of current trainings Introduction of a well-arranged complex training system/database Creation of a compact package of trainings for employees (tailored according to the job position or length of working for the UO)	UO employees, doctoral students	Vice-Rector for Research, HR Manager, Head of Rector's Office	2Q - 4Q 2019 continuously annualy annualy 4Q 2019 and onward 4Q 2019 and onward	Welcome day for new doctoral students and new employees Training plans Time schedule for trainings Number of trainings, number of participants Modified Portal for sharing internal university trainings Integrated internal communication system

c) To implement good conditions for foreign employees. Creation of bilingual environment at the university, i.e. language competencies of key administrative staff, internal documents available also in English. To develop language competencies of other employees cooperating with the researchers.

GAP Principle	Action	Target Group	Responsible Unit	Timing	KPI
Access to research training and continuous development -/+	Recruitment procedure for the position of a lecturer of English Creation of a methodology for language courses Launching English courses for employees	UO employees	HR Manager, Vice-Rector for International Relations	4Q 2019+	Time schedule of the courses Numbers of courses, number of participants

4. Preparation of a strategy in knowledge and technology transfer

a) To revise current internal regulations related to the protection of intellectual property and to prepare new internal regulations and related documents.

GAP Principle	Action	Target Group	Responsible Unit	Timing	KPI
Ethical principles +/- Good practice in research +/- Co-authorship +/- Intellectual Property Rights +/-	Revision of current internal regulations related to the protection of intellectual property Creation of the document and comments on new measure within the work groups	UO employees and research teams	Vice-Rector for Research, Legal Service Department, Head of Knowledge and Technology Transfer Centre (K&TT Centre)	1Q 2019+ Continuously, as of 2Q 2019	Rector's Measure on the Protection of Intellectual Property Other revised internal documents Number of cooperation with the applied sector

b) To analyse current processes in applied research and to start a marketing campaign.

GAP Principle	Action	Target Group	Responsible Unit	Timing	KPI
Supervision +/-	Analysis of current processes in applied research	UO employees and research teams	Head of K&TT Centre, Vice-Rector for Research	2Q 2019	Internal analysis
Public engagement +/- Dissemination and Exploitation of results +/-	Preparation of a marketing campaign to promote applicable results	Professional and non-professional public	PR, Head of K&TT Centre, Vice-Rector for Research	2Q 2019 and onward 4Q 2019, then continuously 4Q 2019, then continuously 4Q 2019, then continuously	Schedule of marketing events related to the Knowledge and Technology Transfer Centre Realization of marketing events Number of applied research projects Number of partners from applied sector

c) To create a counselling body (Board for commercialization) comprising experts from the applied sector.

GAP Principle	Action	Target Group	Responsible Unit	Timing	KPI
Supervision +/- Supervision and managerial duties +/- Professional responsibility +/- Good practice in research +/-	Creation of a counselling body for knowledge and technology transfer	All the faculties, institutes, research teams	Head of K&TT Centre, Vice-Rector for Research	2Q 2019 To be monitored continuously	Counselling body, its activities, responsibility, competencies Number of meetings

d) To include trainings of UO employees on technology transfer into a complex training system.

GAP Principle	Action	Target Group	Responsible Unit	Timing	KPI
Access to research training and continuous development -/+ Continuing professional development +/-	Creation of a central database of realized trainings on this topic across UO Realization of the trainings on intellectual property protection and on applied research	All researchers	Head of K&TT Centre, Training coordinator, Vice-Rector for Research, Legal Service Department	1Q 2019 and onward	Schedule of the trainings Realization of the trainings, number of trainings, number of participants

5. Creation of a new recruitment policy

a) Based on the revision of the current Regulations on Recruitment Procedures, to create new Regulations on Recruitment Procedures, which would include OTM-R criteria, such as:

- Structure, competencies and activities of committees for recruitment procedures, the progress of the recruitment procedures and their termination;
- Unified forms for recruitment procedures, including forms to appoint the committee members;
- Rules for communication with the applicants, including providing relevant feedbacks to unsuccessful applicants;
- Advertising research job vacancies on the Euraxess, alternatively using other potential information canals.

GAP Principle	Action	Target Group	Responsible Unit	Timing	KPI
Recruitment -/- Recruitment (Code) -/- Selection -/+ Transparency -/+ Judging merit -/+ Recognition of mobility experience -/+ Value of mobility +/-	Revision of the Regulations on Recruitment Procedures (i.e. OTM-R policy) Publication of revised Rector's measure "Regulations on Recruitment Procedures" comprising also templates for unified forms used during the recruitment procedure, methodology for communication with the applicants Training of the leaders in OTM-R	Job applicants at the UO	HR Manager, Vice-Rector for Research, Legal Service Department	1Q 2019 – 2Q 2019 Continuous monitoring 3Q 2020 and onward	Rector's Measure „Regulations on Recruitment Procedures" – internal regulation of the UO Number of published job offers on Euraxess and other international portals Comparative study on communication development between UO and applicants before and after the implementation of new internal procedures, including analysis of complaints against the course/result of the selection procedure

b) To create bilingual information materials for job applicants (see 3c "to implement good conditions for foreign employees". Creation of bilingual environment at the university, for all coming employees – getting to know the university processes.

GAP Principle	Action	Target Group	Responsible Unit	Timing	KPI
Recruitment -/-	Analysis of current procedures in advertising job offers at the UO Preparation of new methodology for HR administrators on how to publish job offers at the UO (also in English)	Job applicants at the UO (emphasis on researchers)	HR Manager	2Q 2019 and onward	Bilingual job offers for researchers Number of published job offers in English and number of international applicants
Recruitment -/-	Translation of internal regulations into English	UO employees	HR Manager, Vice-Rector for International Relations	3Q 2019 and onward	Bilingual internal regulations Link to English version of regulations on the UO webpage

6. Development of popularization activities in research

GAP Principle	Action	Target Group	Responsible Unit	Timing	KPI
Public engagement	Preparation of information system and database of research promoters across the UO	Researchers, postdocs	PR IT Department Vice-Rector for Research, HR Manager	1Q 2019 To be monitored and updated continuously	Database of academics promoting science and research Annual overview of the number of the academics/researchers involved in promotion of science
Public engagement	Trainings on new forms of popularization of research	Academics from the database, Doct. students, PR employees	PR Vice-Rector for Research, HR Manager	3Q 2020 and onward	Number of trainings, number of participants
Public engagement Dissemination and exploitation of results	Introduction of new forms of popularization of research for public	Wider public	PR Vice-Rector for Research,	4Q 2020 and onward To be monitored and updated continuously	Creation of popularizing educational events (Coffee with …, lectures, colloquiums, etc.) Number of realized popularizing educational events in one year + (approximate) attendance Number of academics providing professional consultations to media
Public engagement	Popularization of science via printed or electronic tools	UO students and employees, professional public	PR Vice-Rector for Research	1Q 2019 and onward	Electronic and printed form of popularizing educational periodical (quarterly) Electronic archiving of published periodicals

Public engagement	Popularizing educational videos for people interested in science and research	For potential and current students, for potential employees (job applicants), for wider prof. and non-prof. public	PR, Vice-Rector for Research, Faculty of Arts (language versions)	3Q 2020 and onward	Preparation and publishing of popularizing educational videos in various languages
				4Q 2020 and onward	Comparative study on number of study/work applicants in research before and after publishing of these videos

IMPLEMENTATION

General overview of the expected overall implementation process of the action plan

In 2017, several Czech institutions sent the notification letter to the European Commission and got involved in the process of endorsing the Charter and Code principles. Since then, the University of Ostrava has started a close cooperation with some of them and consults not only the project realization, but also practical experience with current management and development of science. We intend to further develop this cooperation even after the end of this project.

We also attended very fruitful meetings/workshops with representatives and/or assessors from foreign universities (Pula, Ghent, Cork, Salzburg, Turku, Katowice). Sharing the experience with Czech and foreign colleagues helped us to better evaluate the situation at our institution, eliminate some common mistakes in the initial phase of implementing Charter and Code, and verify the accuracy of process settings for foreign job applicants.

After having conducted the Gap analysis and SWOT analysis, The University of Ostrava defined the following goals in the HR field:
- Clear HR strategy based on the use of empirical tools (a survey) leading to systematic planning of individual development as well as the development of research teams, counselling activities to improve working conditions of employees;
- Better employees' awareness of research activities, development strategy of the university and related upcoming changes in internal regulations;
- Creation of conceptual tools that would facilitate the adaptation of new employees (especially foreign employees) with the emphasis on individual development of professional skills and knowledge – onboarding plans, trainings, bilingual environment;
- Transparent recruitment system of researchers (OTM-R) ensuring feedback and awareness of working conditions at the University of Ostrava to applicants;
- Transparent methodology for performance evaluation of researchers and research teams;
- Systematic development of researchers' competencies by means of trainings, business meetings and workshops.

Description of the fulfilment of key goals in the HR field:
- Preparation and implementation of new internal regulations at the University of Ostrava (the Regulations on the Career System, the Internal Wage Regulations, Regulations on Recruitment Procedures);
- Preparation of methodical documents Good Practice in Research, onboarding, mentoring, evaluation of researchers (see the Action Plan);
- Targeted regular trainings of employees according to the working position and the length of their employment at the University of Ostrava;
- Implementation of bilingual environment.

Actions, that have been already started:
- The Code of Ethics published in 06/2018 is being revised with the aim to be supplemented with further information;
- Preparation of the Knowledge and Technology Transfer Centre;
- Revision of the Organisational Regulations of the University of Ostrava;
- Revision of the remuneration system – based on survey results, the university will increase the basic wage component, the flexible part will be assigned based on the annual evaluation of the employee. The basic wage component reflects the amount of guaranteed wage by law and maintenance of competitiveness in the labour market;
- Preparation of the career system – definition of individual stages of career development R1, R2, R3, R4, possibility of professional development, development of doctoral and postdoctoral students and their continuous development;

- Trainings on topics related to employment (recruitment and selection, entering into a contract of employment and the course of employment, personal data protection and processing, etc.) are prepared both in Czech and English language;
- Internal regulations that will be adopted with regard to the OTM-R policy will be bilingual.

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

The implementation committee or more precisely workgroups will meet quarterly in the first year of the implementation (alternatively, as necessary). In the second year of implementation, the meetings will take place once in 6 months. Members of the workgroups are representatives from the university leadership (rectorate), as well as representatives from faculties (R3-R4), alternatively managers. We strive to keep the personnel of individual workgroups because these people are involved in the project since the very beginning and thus they are well informed about the project and implementation of HRS4R at other institutions. The individual actions are discussed with Academic Senate of the University of Ostrava, which is composed in one third by students. Partial measures related to doctoral studies will be consulted with the Committee for strategic quality management of doctoral studies at the University of Ostrava.

The members of the HRS4R workgroups are also involved in other projects/university management tasks and therefore meet more often. For instance, the Rector's Collegia, where the progress in HRS4R strategy is also discussed, take place on weekly basis. Another example: the Regulations on the Career System were discussed at 3 meetings with the deans and 2 meetings of the Academic Senate. To this day, the Regulations on the Career System were approved by the Academic Senate and were submitted for approval to the Ministry of Education, Youth and Sports. This is an evidence of the fact that the steering committee and the workgroups work continuously. The aforementioned six-month meetings will serve to evaluate individual actions and potentially to re-orient the path to achieve the goal (if needed).

Some workgroups will be enlarged with other members (including postdocs), alternatively with students of the university, to equally cover all 4 career stages of researchers and most of the university workplaces.

Based on the assignment of individual actions from the Action Plan to responsible individuals/departments, we will monitor the progress of individual workgroups. We will continue to spread the news about the implementation of actions and related new internal documents through all the faculties and institutes of the university, and we will offer the possibility of providing specific methodical measures tailored for individual workplaces.

The working group Popularization will monitor and analyse the number, effectiveness and impact of effected PR events organized to promote science and research at the university, but also to wider, professional and non-professional, audience.

Regular meetings of the workgroups will be recorded in the form of minutes based on which we will monitor the progress in fulfilling the actions from the Action Plan. The minutes will be presented to the steering committee which will subsequently inform the leadership of the university and the heads of faculties at the Rector's Collegium.

In the first year of implementation, the steering committee will meet once in six months. In the second year of implementation, the committee will meet once a year. The steering committee consists of the heads of the workgroups (Coordinators), Project Supervisor, Project Guarantor, HR Manager, Project Manager, Financial Manager and administrative support. This committee will oversee continuous fulfilment of tasks from the Action Plan, compliance with the timeline, monitoring, promotion of the project activities, management of project finances, regular monitoring and reporting to the Ministry of Education, Youth and Sports. It will regularly inform the Rector, Vice-Rectors, Deans of the faculties, Academic Council of the University of Ostrava via the Rector's Collegium, Academic Senate, the Council for Internal Evaluation.

One of our priorities will also be maintaining the awareness of our partners and other stakeholders about the progress in the project, for instance by creating a special chapter dedicated to the project in the Annual Report of the University of Ostrava.

How will UO intend to involve the research community, our main stakeholders, in the implementation process?

Current workgroups (Strategy and Ethics, Human Resources Management) are composed, among others, of academics from most of the UO faculties. The Rector's Collegium, Vice-Deans of the faculties, Academic Senate, and Academic Council of the University of Ostrava were regularly informed about the progress in the project – especially about the intended actions from the Action Plan, and all of them had the possibility to revise and comment on all related documents. It is also worth mentioning that Academic senate is in one third represented by students, i.e. also PhD students. We will use this approach to keep our stakeholders informed also for the future.

We will enrich our workgroups with the R1 and R2 members so that all the career stages will be represented. To implement the actions 1 – 4 from the Action Plan which are applicable also to young researchers, we recently came with a concept of so called "doctoral school" which offers a range of trainings and workshops for the PhD students during which they will also have the possibility to discuss and learn more about HRS4R project. The stakeholders will be involved in the implementation process also via trainings that are incorporated in the Action Plan.

Within the popularization of science and research, these researchers will, together with the PR workgroup, contribute to workshops, publication activities in a newly launched periodical. They will be the target groups of newly created training programmes covering the topics like ethical code, managerial duties, protection of intellectual property rights, copyright law, topics enhancing scientific, pedagogical and other soft skills, including the development of professional language training, etc.

Methodology for mentoring and creation of onboarding plan for new researchers and doctoral students of the UO: a new handbook on mentoring for researchers and selected group members who will take part in the integration of junior researchers and new researchers.

Researchers at the career stage R3 or R4 will have at their disposal a handbook for new researchers and doctoral students at the University of Ostrava. This handbook will enable the newcomer to learn more about the university structure and systems.

Researchers at the career stage R3 or R4 will inform new R1 and R2 researchers about the possibilities of internal grant support.

One of the ways how to support the doctoral students will be a tool supporting specific research, i.e. internal grant student competition aiming to interconnect scientific, research and artistic activities between teachers and their students. The formation of a research policy at the University of Ostrava involves an internal grant policy that supports primarily involvement of students in science and research, financially supports science and research development and promotion of its results by awarding internal grants within grant competition.

To publish vacant positions for researchers, the university will use the EURAXESS portal and Research Gate. Researchers interested in working for the UO will find the links to the above-mentioned portals on the UO webpage, in the HRS4R section.

How will UO proceed with the alignment of organisational policies with the HRS4R?

The Strategic Plan of the University of Ostrava for years 2016 – 2020 is designed in a way which corresponds with the majority of Charter and Code principles, and therefore facilitates the implementation process of Charter and Code principles related to the recruitment and employment of researchers.

As the university wishes to raise the awareness of the need for human resources management at the university, the steering committee is composed of some of the key representatives of the university whose aim and task is not only the implementation of HRS4R, but also the change of the university's approach to human resources management. Implementation of any changes is a very complicated and complex process which takes a lot of time, therefore, the HRS4R requires a key change in people's thinking.

Therefore, it is necessary to establish an intense communication on aims for implementing the Charter and Code and explaining of its individual actions. Thus, the UO will relate each action to a current, potential, or even former employee. The Same approach is expected to students at all levels of their studies, as they might represent the next generation of researchers. It is very crucial to open the mind of employees and transform their perception of changes from "I MUST" to "I WANT".

With regard to the statute of the university, which enables faculties to be quite autonomous in employment issues, management of allocated financial means, publishing of their own internal regulations etc., we will strive for compliance of published internal regulations across the university with the principles of the Charter and Code.

The following documents will be revised or created: the Regulations on Recruitment Procedures, the Regulations on the Career System, the Internal Wage Regulations, Code of Ethics for Employees and Students, methodology for adaptation plans, documents at faculty level, and more.

How will UO ensure that the proposed actions are implemented?

As mentioned before, the progress in the implementation of the actions will be monitored, checked by the heads of individual workgroups together with responsible persons for fulfilling each particular action.

Workgroups will regularly meet on a quarterly basis, and the minutes from these meetings may serve as a tool to check whether the progress in implementing the actions is made.

The workgroups are subordinate to the steering committee and they are obliged to inform him immediately in case when the implementation of the actions is delayed or faces some obstacles. In such a case, the workgroups should also present possible solutions or measures to solve the newly-emerged issue.

In the first year of the implementation, the steering committee will meet twice a year to evaluate the progress in implementing actions from the Action Plan. In the following years, they will meet once a year.

The steering committee, as well as the workgroups, will closely cooperate with the key stakeholders – the researchers at the career stages R1-R4, who will be willing to provide relevant feedback.

Quality control of meeting the objectives of the Action Plan and OTM-R policy will ultimately be subject to internal audit.

How will UO monitor progress (timeline)?

The workgroups, the steering committee and the guarantor of the project are responsible for monitoring gradual progress in the implementation of the actions from the Action Plan. Their task will also be to monitor potential obstacles from the institution side or from third parties and to estimate the impact of potential unfulfillment or delay in the implementation of the actions.

Gradual monitoring will be performed quarterly, the evaluation of the progress in the implementation of the Action Plan will be performed once a year by the steering committee. Their report will be integral to the Annual Report of the University of Ostrava.

The researchers at all the career stages may also provide a feedback, for instance by answering a targeted survey, by participating in open discussions, or by providing an expert's opinion on request, etc. Their information is crucial for the workgroups and the steering committee. Internal auditor, as an independent person, will carry out a control of the implementation of the actions from the Action Plan.

The workgroup Popularization will monitor and analyse the number, effectiveness and impact of the PR activities intended to promote science and research at the university, but also to (professional) public.

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

Fulfilment of indicators will be monitored through a cloud-based software shared by the workgroups (currently we use Microsoft Teams to share all the documents related to the HR Award project). All the steps of the Action Plan have indicators and assigned responsible persons who will monitor the fulfilment of the indicators.

The Microsoft Teams environment will then serve to inform others about the progress in implementing the actions (what is in the preparatory phase, what is being discussed, that is in the implementation process and what has been already done).

General key indicators needed to meet the objectives of the Action Plan:
- Publication of internal regulations, handbooks, etc. (On-boarding in a box, Good Practice in Research, …);
- Effectuation of trainings for individual target groups (for instance on Ethical Code, intellectual property rights, mentoring, language skills, soft skills);
- Repeated surveys for the UO employees.

In 2020, there will be a survey which should reflect the perception of the university in the area of human resources and enable the comparison between the new survey results and the one conducted as a source of information for the Gap analysis. The survey will focus on the perception of need of a supervisor/mentor, balance between pedagogical and research activities, perception of the UO as a good employer, improvement of the communication through university, interpersonal relations, adaptation to newly set processes including systemization, evaluation, internal regulations, etc.

Additional remarks/comments about the proposed implementation process

The essential objective of the University of Ostrava is to create a friendly environment for study and work in the research field which will be open to the applicants from all over the world. To achieve it, we have to take a number of necessary steps related to ethical principles, good practice in research, professional approach and responsibility, supervision, development of competencies, teaching, etc. Simultaneously, we would like to support the current students and researchers in cooperation with the applied sector through competitions.

One of the key documents will be Good Practice in Research Guideline, which will supplement the Code of Ethics in these topics:
- Co-authorship;
- Dedication;
- Affiliation;
- Plagiarism;
- Other types of scientific misconduct;
- Avoiding publishing the articles in predatory journals;
- Assessment of other ethical principles in research;
- Personal Data Processing;
- Handling of biological material.

To develop a strategy for the management of research teams, it is necessary to set the rules for creating and managing research teams. The Career System will define the possibilities of professional development, lifelong learning, and will be very closely linked to new Internal Wage Regulations.

Other important steps ahead of us:
- Revision of the evaluation system;
- To link the evaluation to the remuneration system;
- Modification of portal application to monitor the annual plans and performance indicators;
- Creation of new internal regulation on research evaluation system.

We will also focus on newcomers. The adaptation process is very important both for a newcomer and his superior. Therefore, we are working on the creation of the Onboarding in a Box guide, which will help both parties to overcome the difficulties which might occur while starting a new job. The guide will help to explain the processes of the university and the team, and inform the newcomer on how to gain experience or how to be more efficient and successful team member.

At the same time, the period of adaptation will be evaluated both by the newcomer and the superior. Both parties will have the possibility to continuously show the satisfaction or dissatisfaction, to receive and provide feedback, and to set the goals and tasks for next period.

Very important person facilitating the adaptation process is/should be undeniably a mentor. Therefore, the university will organise the trainings for them focusing on the following topics:
- Implementation of the Onboarding in a box including the adaptation plans;
- Continuous evaluation of the implementation;
- Evaluation of the newcomer's adaptation;
- Feedback;
- Possibility of further development, involvement in other projects;
- Information on mobilities.

The researchers primarily focus on the research, nevertheless, the integral part of their workload is also presentation and popularization of the results of their work, and under suitable conditions also knowledge and technology transfer to practice.

Therefore, the University of Ostrava will prepare a complex training system, including:
- Promotion of events related to science and research;
- Central register of events (trainings, workshops) and its participants (for use of employee evaluation);
- Complex sets of educational events (modules) tailored to different fields of activity of researchers and academics (including doctoral students), which will increase professional competencies of the participants and alternatively provide information on legal and internal regulations related to the specific topics.

Thanks to intense work of newly established Knowledge and Technology Transfer Centre, we would like to develop contacts with key parties in the applied sector. Our research teams are ready to respond to the demand of the applied sector, in the field of targeted research as well as by offering products and services for commercial use. To achieve the goals, the university will create and implement a complex system of support and management of intellectual property.

The initiation of the cooperation with the applied sector will help to the maximization of social benefit based on knowledge gained in the academic environment. To succeed, we:
- Will revise current regulations on protection of intellectual property;
- Will analyse current outputs in the applied research;
- Will prepare marketing campaign to promote work of our research teams;
- Have created an advisory body for knowledge and technology transfer;
- Have organized trainings to ensure the protection of intellectual property and applied research.

To have the recruitment and selection of the employees in compliance with the OTM-R policy, we will implement basic OTM-R principles, which are going to be finalised in the second quarter of 2019. The heads of workplaces, research teams, faculties and university (including representatives from economic departments and trade union representatives) will be involved in the implementation.

The main objective is to raise awareness about the OTM-R policy, its philosophy, outcomes etc. The implementation is also beneficial as it leads to the unification of the processes in recruitment and selection across the university, which is very important for us. The process of implementation will be as follows:
- Presentation of the OTM-R policy as one of the integral parts of HRS4R;
- Formulation of a draft OTM-R policy (Regulations on Recruitment Procedures) for the University of Ostrava;
- Creation of a guide to unify publishing of the job offers on the Euraxess, Research Gate, UO webpage, job portal(s), including the possibility of publishing the offers on social networks such as Facebook or LinkedIn;
- Open discussion with the leadership at all levels of the university structure on OTM-R;
- Finalization of the OTM-R policy;
- Presentation of the OTM-R policy to Academic Senate;
- Approval of the OTM-R policy by Rector of the university;
- Training of the senior level employees in OTM-R;
- Implementation of the OTM-R policy across the university;
- Publishing of the OTM-R policy on the university webpage;
- Continuous revision of the OTM-R implementation.

In compliance with the aim of strengthening the communication with the public, promoting science and research, and increasing the accessibility of information to current students and employees, as well as study and job applicants, we are going to publish documents related to our HR Strategy in bilingual form (Czech and English).

The main task of the Popularization workgroup will be to prepare a marketing and information campaign to highlight applicable research results to both professional and non-professional public.