UNIVERZITA PARDUBICE

Action Plan

Project: **HR Strategy for Development of the University of Pardubice**

Reg. No.: **CZ.02.2.69/0.0/0.0/18_054/0014620**

September 2021
Updated May 2022

Proposed ACTIONS	GAP vs. Charter & Code principles	Timeline	Responsible Unit	Objectives/Indicators
OPEN SCIENCE				
Aim: To create effective tools for the implementation of the principles of open science and to ensure their use in the publication strategy at the University of Pardubice.				
1. **Formulate a framework, university strategy and tools** for implementing the principles of open science across all scientific disciplines cultivated at UPCE, in accordance with the science policy of the Czech Republic.	GAP (Item 8)	**2Q – 4Q 2022** Preparation Q2 2022 Discussion – approval Q3 2022 Implementation Q4 2022	Vice-Rector for Science and Research	Creation of an internal document published on the University's website and Intranet (to transparently inform all academic and research staff about the standards set in this area at the University). Number of open access awareness events organised by the University Library.
2. **Set up a methodology for determining the proportion of R&D results** published in the open access mode, depending on the type of publication of the result (WOS, SCOPUS, etc.) and publishing practices in individual scientific fields, with the aim of increasing the overall proportion of R&D results published in the open access mode.	GAP (Item 8)	**Q3 2022 – 2023 – 2025** Preparation Q3 2022 Discussion – approval Q4 2022 Implementation 2023-2025 **Annually – at the end of Q2, starting in 2023**	Vice-Rector for Science and Research	Creation of a methodology (to better organise, promote and support open access publication of results). Number and percentage of results published in open access mode. Number of digitised and publicly available documents in the University's digital library.
WAGE AND INCENTIVE SYSTEM				
Aim: To strengthen the wage and incentive system towards efficient and novice academic and research staff and the competitiveness of the environment for academic and research staff from abroad.				
3. **Updating of faculty directives** concerning the above-fee component of the wage with an emphasis on strengthening the merit principle in relation to the long-term achievement of above-average and internationally competitive R&D results with an emphasis on scientifically exceptionally efficient novice academic and research staff.	GAP (Item 26)	**2Q – 4Q 2021** Preparation Q2 2021 Discussion – approval Q3 2021 Implementation Q4 2021	Faculties	Creation of a faculty methodology/issuance of faculty directives (to provide information openly and transparently and to support and strengthen the motivation of academic and research staff linked to performance and results).
4. **Innovation of the university-wide strategy for financial motivation** of academic and research staff and teams, especially those achieving above-average and internationally competitive R&D results in their scientific fields.	GAP (Item 26)	**Q4 2021 – 2Q 2022** Preparation Q4 2021 Discussion – approval Q1 2022 Implementation Q2 2022	Vice-Rector for Science and Research	Creation of an internal strategy document (for the purpose of long-term systematic support for those academic and research staff who perform above average) Number of specifically defined and supported excellent academic and research staff and teams

5. Use financial resources to gradually **increase the wage level of academic and research staff** (with an emphasis on qualitative remuneration criteria) in order to create a competitive environment for academic and research staff from the western part of the EU and from economically developed non-European countries and thus strengthen the internationalisation of the R&D environment at the University.	*GAP (Item 26)*	*2023 – 2025* **Annually – at the end of Q2, starting in 2023**	*Faculties*	Mapping of wage resources and development (growth in % compared to the previous period, to the western part of the EU and to the economic development of non-European countries). Issue of the Annual Management Report. Revision of salaries following the preparation of the University budget. Percentage increase in wage levels. Proportion and structure of foreign staff, of which academic and research staff from abroad. Number of postdoctoral positions filled, and academic and research staff from abroad.
6. Ensure **greater awareness of payroll system**, criteria and conditions of remuneration and motivational tools introduced at specific faculties and workplaces.	*GAP (Item 26)*	**Annually in Q4, starting in 2021**	*Faculties*	Part of the regular evaluation of academic and research staff at the level of departments/faculties/ departments/institutes.
		2023 – 2025	*Vice-Rector for Internal Affairs*	Number of evaluation interviews conducted per year. Information published on the intranet. HRS4R questionnaire survey and subsequent GAP analysis Number of respondents.

BALANCE OF TEACHING AND RESEARCH LOAD
Aim: To ensure a balanced range of pedagogical, creative and research activities at individual departments with regard to the specifics of individual disciplines and the needs of basic and applied research.

7. Verify the **balance of the range of pedagogical activities** of academic and research staff in relation to their functional assignment and the long-term results of R&D activities.	*GAP (Item 33)*	**Annually in Q4, starting in 2021**	*Faculties*	Existence of an internal document at the level of workplaces/departments/institutions/faculties (in order to individually balance the involvement of each academic and research staff member in their portfolio of creative activities).
8. **Active involvement** of the most scientifically academic and research staff in teaching especially at the level of PhD and Mgr. studies.	*GAP (Item 33)*	**Q3 2022**	*Faculties*	Revision of the mid-term staff development of academic and research staff at the level of workplaces/faculties/ departments/institutes (with the aim of planning the qualification potential and growth of individuals in workplaces and their involvement in educational processes so that younger academic and research staff can develop in collaboration with more experienced academic and research staff). Existence of a faculty internal document.
			Vice-Rector for Education and Quality	Number of R4 involved in teaching in doctoral and master's degree programmes.

REPRESENTATION IN BODIES

Aim: To strengthen the representation of researchers in information, advisory and decision-making bodies at different levels of management so that they can defend and promote their individual and collective interests at a professional level and contribute effectively to the development of the activities of the University and its units, in accordance with the Charter.

9. **Monitoring the proportion** of scientists in the total number of academic and research staff and their representation in the information, advisory and decision-making bodies of their respective departments.	GAP (35)	**Annually – at the end of Q2, starting in 2022**	*Faculties*	Statistical data on the share of scientific staff in the total number of academic and research staff (in order to support academic and research staff) and their involvement in academic bodies will be published in the Annual Activity Report.
10. Preparation and approval of a **draft document to eliminate any identified contradictions** with the wording of the Charter at the level of the faculties concerned according to the previous item.	GAP (35)	**2023 – 2025** Preparation Discussion – approval	*Faculties*	Creation of an internal faculty document (GAP analysis).
11. **Implementation of the proposal** see previous item and verification of the effectiveness of this implementation.	GAP (35)	**2023 – 2025** Implementation	*Faculties*	Implementation of the document. Annual faculty monitoring of changes from the previous period conducted at the senior faculty leadership level.
12. Promote internal communication to **enhance awareness** among staff of opportunities to provide feedback and participate in the management and development of UPCE activities and its components.	GAP (35)	**Annually in Q3, starting in 2022** **Annually in Q4, starting in 2022**	*Vice-Rector for Internal Affairs* *Faculties*	HR Information events (e.g. published on the intranet/number). Part of regular staff appraisal at workplace/department/institution/faculty level. Number of evaluation interviews conducted per year.

INDIVIDUAL DEVELOPMENT

Aim: Systematic introduction of an individual development plan for academic and research staff and its use in the evaluation of academic and research staff, the induction process of distance learning programmes, young academic and research staff and new academic and research staff and strengthening of the system of regular communication between the supervisor and the employee.

13. Developing a **draft framework and content for an individual development plan for academic and research staff** that is flexible enough to take into account individual qualification levels, subject specifics and the individual needs of specific academic and research staff	GAP (2, 7, 11,10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)	**2022 – 2025** Preparation Q3-Q4 2022 Discussion – approval – implementation 2023-2025 **Annually in Q2, starting in 2022**	*Vice-Rector for Internal Affairs*	Creation of an internal document/methodology and supporting forms (to standardise and monitor regular evaluation, training and staff development processes of each academic and research staff member). The qualification structure of the faculties will be described in the Annual Activity Report for the previous year. (Numbers of newly appointed R4 and R3).
14. Development of the **software solution** of the draft according to the previous item and its pilot verification.	GAP (2, 7, 11,10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)	**Q3 2021 – Q4 2022**	*Vice-Rector for Internal Affairs*	Implementation of HR SW solutions into university information systems (in order to monitor processes and reduce the managerial workload of senior academic and research staff at different managerial levels, and to have transparent information available for individual academic and research staff members). Existence/expansion of a specific HR SW module – Recruitment and Training.

15. Creation of a **university-wide framework for the induction process** and training in key competences of distance learning students, young and new academic and research staff.	GAP (2, 7, 11,10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)	Q3 2021 – Q2 2022 Preparation Q3 2021 Discussion Q4 2021 Approval Q1 2022 Implementation Q2 2022	*Vice-Rector for Internal Affairs*	Updating the adaptation information manual (handbook for new employees). University handbook issued and published on the intranet (to standardise induction processes and provide a transparent system for all new staff).
16. **Design of a mentoring system** for distance learning students and postdoctoral fellows.	GAP (2, 7, 11,10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)	Q1 2021 – Q4 2022 Preparation – Discussion Q1 2021 Approval Q2 2021 Implementation Q3 *2021* – Q4 2022	*Vice-Rector for Science and Research*	Creation of an internal document on the mentoring system. Methodological mentoring manual published and posted on the intranet (to provide good starting conditions and support for the development of this important group of young researchers).
Implementation of a mentoring system for distance learning students and postdoctoral fellows.		**Annually in Q2, starting in 2022**	*Vice-Rector for Internal Affairs*	Number of mentees trained in the pilot year of programme implementation and in the following academic year. Number of mentors involved in mentoring per academic year.
17. Develop a plan to strengthen the **management skills of academic and research staff who are new to management positions**, taking into account the specifics of the different levels of management (management of scientific teams, departments, institutes, faculties, university), including strengthening knowledge of HR principles and OTM-R policy for recruitment of academic and research staff.	GAP (2, 7, 11,10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)	Q1 – Q3 2022 Preparation Q1 2022 Discussion – approval Q2 2022 Implementation Q3 2022 **Annually at the end of Q2, starting in 2023**	*Vice-Rector for Internal Affairs*	Creation of an internal document/plan (for the purpose of supporting senior academic and research staff in their management responsibilities/tasks and for the benefit of their personal growth and the development of the academic and research staff they manage). Number of supervisors trained in the pilot programme and in subsequent years. Number of trainings per year.
18. **Implementation of individual development plans** into the University's information systems and their use in regular staff appraisals and the provision of two-way feedback between supervisor and employee.	GAP (2, 7, 11,10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)	**2023 – 2025**	*Vice-Rector for Internal Affairs + Faculties*	Initial implementation into the University's information systems (to support the organisation and monitoring of processes, to reduce the managerial burden on senior academic and research staff at different managerial levels and to have transparent evidence of two-way feedback available between supervisor and employee). Existence of a specific HR SW module. Verification of the functionality of the HR SW module. Internal Control Protocol. Number of individual plans in the HR SW module.

19. **Coordinate the education system** and offer of training topics in key competencies with the individual development plans of employees	*GAP (2, 7, 11,10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)*	**Q3 2021** **Q2 – Q4 2021** Preparation Q2 2021 Discussion Q3 2021 Formulating the basic education offer Q4 2021 **Annually at the end of Q2, starting in 2023**	*Vice-Rector for Internal Affairs*	Existence of a specific HR SW module (in order to help academic and research staff effectively plan educational activities according to their individual development plans and needs). Existence of a training database. Number of training courses offered per year. Number of staff trained per year.

EVALUATION SYSTEM

Aim: To strengthen the system of academic and research staff evaluation, monitoring and management and the provision of feedback, in line with the individual development plan, individual performance and achievements

20. Creation of a **university-wide framework that sets out the guiding principles for a system of regular staff evaluation** and the provision of two-way feedback, taking into account disciplinary specificities.	*GAP (11, 37, 38)*	**Q1 2022 – 2023 – 2025** Preparation Q1 2022 Discussion Q2 – Q3 2022 Approval Q4 2022 Implementation 2023-2025	*Vice-Rector for Internal Affairs* *Vice-Rector for Science and Research*	Creation of an internal methodological document (in order to consistently organise and monitor regular evaluation processes, to have available transparent information for senior academic and research staff and for individuals, and to create a consistent, structured and effective two-way feedback loop).
21. **Intensified use of the already established university-wide information system HAP-pi**, which provides comprehensive data for the evaluation of academic and research staff.	*GAP (11, 37, 38)*	**Q1-Q4 2022** **Annually at the end of Q2, starting in 2023**	*Vice-Rector for Internal Affairs + Faculties*	Preparation of regular trainings on IS HAP-pi. Number of HAP-pi information system trainings per year. Number of trained academic and research staff per year.
				REMOVED FROM THE ACTION PLAN AS OF 1 JUNE 2022
22. Strengthen support tools for supervisors so that the implementation of the evaluation process is not administratively challenging.	*GAP (11, 37, 38)*	**Q2 – Q4 2021** **Q4 2022**	*Vice-Rector for Internal Affairs*	Specification of the role, competences of the HR manager and OPM within University and HR processes (to support supervisors/senior academic and research staff in effectively performance of their managerial tasks). Existence of specific HR SW modules.

AWARENESS AND EDUCATION

Aim: To ensure the continuity of systematic education, training and familiarisation with relevant documents, internal standards and procedures of the University and in R&D, regularly updated in relation to the applicable higher legislation, including the induction process of new academic and research staff and recruitment.

23. Incorporate into the educational offer and induction process and strengthen awareness in the area: (a) research ethics and ethical principles of R&D&I, b) good research practices, including methodology for the implementation of R&D&I projects, c) open access, d) values and non-discrimination, e) legal protection and intellectual property, (f) career guidance, (g) authorship and co-authorship, (h) new tools and practices for teaching and R&D&I, (i) presentation and dissemination of R&D&I, (j) the complaints process, (k) the University's strategic plans, l) recruitment and OTM-R policy. (*listed those areas that explicitly emerged from the GAP analysis and questionnaire survey with links to the principles of the Charter and Code, in addition to all other topics that UPCE already provides in some form, which will continue to be provided = where we are already in compliance with the Charter and Code)	*GAP (2, 3, 4, 5, 7, 8, 10, 30, 31, 32, 33, 34, 38,)*	**Q3 2021 – 2023 – 2025** **Annually at the end of Q2, starting in 2022**	*Vice-Rector for Internal Affairs*	Number of information events (including the use of internal e-communication-intranet tools). Existence of e-learning courses and modules. Revision of the training offer in the HR IS. Number of e-learning courses and instructions offered. Number of training courses/workshops delivered. Number of employees trained.
24. **Continuously raise awareness** of the above issues in the previous item and processes within the internal electronic information system/intranet.	*GAP (2, 3, 4, 5, 7, 8, 10, 30, 31, 32, 33, 34, 38,)*	**Q3 2021 – 2023 – 2025**	*Vice-Rector for Internal Affairs*	Completion and regular updating of information on the university intranet. Existence of a specific subcategory providing information about HRS4R on the intranet
25. Emphasise and create **conditions for the use of online communication tools** (e.g. using Moodle and the VEMA learning module).	*GAP (2, 3, 4, 5, 7, 8, 10, 30, 31, 32, 33, 34, 38,)*	**Q2 2021 – 2023 – 2025** **Annually at the end of Q2, starting in 2022**	*Vice-Rector for Internal Affairs*	Improving ICT facilities and IS. Ensuring the updating and sustainability of the IS and intranet. Existence of HR SW training module. Number of available e-learning courses. Number of trainings/courses (in-house/external) offered during the year.

PRESENTATION OF R&D&I RESULTS				
Aim: To improve the coordination of the external presentation of R&D&I results and their dissemination and to motivate academic and research staff to participate in it.				
26. Make more effective use of the **tools used to disseminate the most important results of R&D&I** at UPCE, especially towards the youth and the public, using the available media tools. Support the system of coordination and involvement of faculties in university-wide and faculty dissemination activities (organisationally and financially), including specification of target groups and media tools used.	GAP (9)	**Q2 – Q4 2021** **Annually at the end of Q2, starting in 2022**	Vice-Rector for External Relations	Overview of the communication tools used. Preparation-discussion of the design of the coordination system (in order to promote and standardise the dissemination and involvement of individual academic and research staff and faculties, to create transparently available communication and presentation tools for academic and research staff). Number of dissemination events.
27. Promote and **motivate dissemination activities**.	GAP (9)	**Q1 – Q2 2022**	Vice-Rector for External Relations	Preparation – discussion – development of a plan for dissemination activities and involvement of academic and research staff at faculties (in order to have a well-planned system and coordination of activities in balance with the research qualities and capacities of academic and research staff).
28. **Take dissemination activities into account in the individual development plan** and in the evaluation, while maintaining the dominant weight of the basic or applied research itself.	GAP (9)	**Q4 2022 2023 – 2025**	Vice-Rector for Internal Affairs + Faculties Faculties	Inclusion in the evaluation criteria and draft individual development plans (framework) (to motivate academic and research staff to engage in dissemination activities). Part of the regular evaluation of academic and research staff at the level of workplaces/faculties/departments/institutes. Number of evaluation interviews conducted per year.
29. Provide **support in the acquisition of communication skills** for the presentation of R&D&I activities and their dissemination.	GAP (9)	**2023 – 2025**	Vice-Rector for External Relations	Existence of training/course opportunities. Number of training courses. Number of academic and research staff trained.
GENDER BALANCE				
Aim: A strategy for maintaining a representative gender balance in the long term.				
30. Regular monitoring of **gender representation** at all levels of UPCE management.	GAP (27)	**Annually at the end of Q2, starting in 2022**	Vice-Rector for Internal Affairs + Faculties	Annual publication of data in the Annual Activity Report for the previous year. Percentage of women in the staff structure according to various criteria (position, category, age, qualifications, faculty, supervision, mentoring system, research teams, etc.).
31. Anchoring the **requirement for gender balance in the establishment of the selection committee** for recruitment as per OTM-R policies in the Rules of Selection Procedure.	GAP (27)	**Q1 – Q4 2022** Preparation Q1 2022 Discussion Q2 2022 Approval of internal document Q4 2022	Vice-Rector for Internal Affairs	Update of the internal document – Rules of Selection Procedure. Publication of the updated document – Rules of Selection Procedure on the university website and intranet.

32. Taking into account the **recommendations of the International Evaluation Panel** on gender balance in the update of the **Strategic Plan**.	GAP (27)	**Q2 – Q4 2021**	*Vice-Rector for Science and Research*	Implementation of the new strategic plan 2021+.
		Q3 2021		Publication of the Strategic Plan on the university website and intranet
		Q2 – Q4 2021	*Vice-Rector for Internal Affairs*	Preparation of the draft document "Gender Equality Plan".

RECRUITMENT AND OTM-R POLICIES

Aim: To harmonise the rules across the University in the selection and recruitment processes, particularly with regard to compliance with legislation, the Charter, the Code, the OTM-R policy and centrally managed records and the provision of follow-up induction processes.

33. **Define the UPCE OTM-R policy.**	GAP (12, 13)	**2023 – 2025** Preparation Discussion Approval Publication of the document	*Vice-Rector for Internal Affairs*	Creation of an internal document – the UPCE OTM-R Policy. Existence and publication of a methodological guide for selection procedures, including publication on the intranet.
34. **Updating the Rules of Selection Procedure** and ensuring that the recruitment process for scientific positions is carried out in a similar way.	GAP (12)	**Q1 – Q4 2022** Preparation Q1 2022 Discussion Q2 2022 Approval of internal document Q4 2022	*Vice-Rector for Internal Affairs*	Update of the internal document Rules of Selection Procedure (see Item 31).
35. **The selection procedures for academic and research staff will be announced in both Czech and English** in order not to discriminate against candidates from abroad and to be transparently open to them, with more intensive use of relevant advertising portals, including foreign opportunities, taking into account the specifics of individual scientific disciplines.	GAP (12, 13, 14, 15)	**Annually at the end of Q2, starting in 2022**	*Vice-Rector for Internal Affairs*	Number of selection procedures publicly announced per year. Percentage of selection procedures carried out in English per year. Number of portals used for publication.
36. Design a **control and support mechanism** to ensure that advertisements for in-demand positions contain the necessary information and requirements, including taking into account non-discrimination issues.	GAP (12, 13, 14, 15)	**Q2 – Q3 2022** Preparation – Discussion Q2 2022 Approval – Implementation of draft mechanism and templates Q3 2022	*Vice-Rector for Internal Affairs*	Existence of a methodological manual for recruitment procedures.
37. **Implementation of the "Selection Procedures" module** within the UPCE information systems.	GAP (12, 13, 14, 15)	**Q3 2021 – Q4 2022** Preparation Q3-Q4 2021 Discussion Q1 2022 Full module implementation Q2-Q4 2022	*Vice-Rector for Internal Affairs*	Existence of a specific HR SW module that will be used as a support tool for selection procedures and recruitment.

38. Specification of the **methodological and coordinating role of the WHR and HR Manager** within the framework of the UPCE HR and OTMR policy.	*GAP (11, 25, 36)*	**Q3 – Q4 2021**	*Vice-Rector for Internal Affairs*	Specification of the role, responsibilities of the HR Manager and Wage and Human Resources within the University and HR processes (in order to support supervisors/senior academic and research staff on selection panels in the effective performance of their recruitment tasks).
39. **Information on the OTM-R policy** and other recruitment procedures will be included in the induction process for those academic and research staff who are new to management positions and who participate in selection and recruitment processes.	*GAP (12, 13, 14, 15)*	**2023 – 2025** **Annually at the end of Q2, starting in 2023 - 2025**	*Vice-Rector for Internal Affairs*	Existence of a methodological manual for recruitment procedures. Existence of a specific HR SW module to be used as a support tool for selection procedures and recruitment. Number of trained supervisors participating in recruitment per year.
40. **Revise and update the Rules of Selection Procedure** to include: a) e-recruitment options and procedures, b) basic requirements for the procedures and method of advertising and publishing vacancies in both Czech and English, c) recommended elements of the e-toolkit for the recruitment of academic and research staff, d) clarification of the provisions on recruitment and appointment of selection committees, e) requirements for the composition of selection committees, taking into account gender balance, age structure and competence of their members. *(**based on the OTM-R check-list, what we lack explicitly defined in the updated version against the Code)*	*GAP (10, 13, 14, 15, 16)*	**Q4 2021 – 2023 – 2025** Revision of the Rules of Selection Procedures Q4 2021 Discussion and approval of updated document Q4 2022 Implementation of document 2023-2025 **Annually at the end of Q2, early 2023-2025**	*Vice-Rector for Internal Affairs*	Creation of an updated internal document. Publication of the updated document "Rules of Selection Procedure" on the university website and intranet. Existence of a specific HR SW module to be used as a support tool also for selection procedures and recruitment. Existence of a methodological guide for recruitment procedures. Number of trained supervisors participating in recruitment per year. Percentage of recruitment processes managed by e-tool. Overview of the qualification structure of employees, including international employees. Structure of international staff in total, including academic and research staff. Number of postdoctoral positions filled and academic and research staff from abroad.