

## Action Plan

**Case number:** 2018CZ311852

**Name Organisation under review:** New Technologies - Research Centre University of West Bohemia

**Organisation's contact details:** Univerzitní 8, Pilsen, 30614

### 1. Organisational Information

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

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	107
Of whom are international (i.e. foreign nationality) *	7
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	17
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	18
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	50
Of whom are stage R1 = in most organisations corresponding with doctoral level *	39
Total number of students (if relevant) *	0
Total number of staff (including management, administrative, teaching and research staff) *	125

<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	3911000
Annual organisational direct government funding (designated for research)	1203000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1980000
Annual funding from private, non-government sources, designated for research	462000

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

New Technologies – Research Centre (NTC) of the University of West Bohemia (UWB) was founded in 2000 as self-financed university institute. NTC has experienced, reliable and dedicated multinational team of researchers conducts basic and applied research, development and innovations for industrial applications. NTC does not provide study programs, however its employees serve as supervisors and teachers of bachelor, master and doctoral study programs at the university. NTC is equipped with cutting edge research technologies and facilities. UWB was established in 1991 has nine faculties, two university institutes and nearly 12,000 students in bachelor, master and doctoral study programs.

## 2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

**Note:** Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.



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

#### **Strengths**

- Freedom of research is stipulated by the Act on Higher Education, as amended (Act 137/2016 Coll.). At UWB and NTC, that freedom is guaranteed by the Statute of UWB, the Statute of NTC, and by the Ethical Code of UWB.
- The environment of NTC and UWB is free of discrimination. NTC fully respects the principles of creating an environment where no discrimination is tolerated. Equal opportunities are offered to everyone- disregarding their gender, age, ethnic, national, or social heritage, religion or belief, sexual orientation, language, physical disability, political views, social and economic conditions. NTC promotes equal and just conditions for men and women. The research conducted online suggests that nearly 85 % of respondents have not experienced any discrimination at the workplace. Further analysis did not identify any stakeholder groups which would be affected by the issue.
- At the UWB level exists supporting whole-university service departments and processes.
- Robust internal legislation is in place.
- Project management is implemented in compliance with legal requirements and with the requirements of grants providers.
- Commercialisation of research results is supported by the centralized Transfer and Contract Research Department.
- Protection of intellectual property is provided in compliance with legal regulations. The administrator of intellectual property protection is the Projects Centre of UWB, which is in charge of methodical assistance and other activities covered by this policy. Within the framework of UWB, the Transfer and Contract Research Department is established; it has at its disposal experts for protection of Intellectual Property Rights (IPR), and Technology Transfer. Also, a Technology Transfer Council was formed including representatives of experts from the industry. Those researchers who transfer the findings of their research projects to the public or with external subjects as part of their contracts are familiar with the stipulations of the standards governing the protection of intellectual property. There also exists financial incentives system.
- Dissemination of research findings is provided continuously by the presentations at conferences, fairs, publications in journals, and on the NTC website. The general public is informed about the research activities findings at popular science events, in the press, regional TV, the website, social media, etc.
- NTC organises strategic planning of the projects in consideration of the current requirements of the stakeholders (companies and call organisers).
- NTC has implemented functional management processes and project administration; each active project is being monitored.
- Financial audits are held by the providers of the funds and/or the internal audit department of UWB.
- Risks are managed.

**Weaknesses:**

- Ethical Code of UWB needs to be amended to newly include the ethical principles for researchers, breaching of ethical behavior and grievance system. Reporting and addressing breaching of the rules and regulations, unethical behaviours, including independent assessment of suspected breaches of ethical principles and provision of confidential, informal assistance (the position of an ombudsman or ethics officer).
- Presentation of findings of the internal survey does not fully reflect the effort that is given to promoting achievement in science and research activities. Nearly 30% of respondents sees potential in improvement of presentation of the research results to the public.
- UWB has not implemented a system of business incubators to establish and support businesses of its graduates, spin-off, or start-up companies.
- Shared, online HR Management Software does not exist (holidays, travel orders, development, benefits).
- Internal regulations, norms and documents are not fully translated into English



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

#### Strengths:

- The general process of hiring academic staff at UWB is addressed by the Policy of Code of Conduct for Recruitment of Academic Staff at UWB. All job vacancies are posted on the UWB website for 30 days. NTC also posts job vacancies on the NTC website and, if suitable, on Euraxess.
- The qualification and professional career requirements are indicated in the job vacancy advertisement. Practically documented results achieved during the candidate's professional career and their qualifications tend to be balanced (theory and practice), in regards to the position in question.
- The composition and activities of the recruitment committee is functional as per the policy. The recruitment committee (of no less than 3 members), for the selection procedure is appointed by the organiser together with the notification on commencement of the selection procedure.
- Requirements for the recruitment of new employees are set in compliance with the Internal payroll regulations of UWB and the job descriptions.
- All advertisements of a job vacancy include the requirement to send in the applicant's CV and other documents providing evidence of the applicant's education and employment experience.
- The recruitment procedure also includes the face-to-face (online) interview, where the candidate is to demonstrate the required qualification, competence, and expertise for the position in question.

#### Weaknesses:

- OTM-R Policy has not been defined and implemented as per the requirements of the Charter and Code.
- The recruitment and selection of researchers does not have all its aspects anchored in the system – a revision of The Selection Procedure Regulations for UWB Academic Staff Recruitment is required to include the requirements for recruitment, selection, and hiring of researchers in compliance to the Code of Conduct for Recruitment of Researchers.
- Internal norms are not all translated into English.
- The composition of the selection committee does not follow any written rules.
- Members of the selection committees are not regularly trained.





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

#### Strengths:

- The status of the researcher is embedded in the legislation of UWB and NTC.
- The care for employees is defined by the Collective Agreement established between the management of UWB and the university employees trade unions; the Collective Agreement prescribes employee benefits (extra holiday, meal vouchers, special offers for mobile services., etc.). Employees have an opportunity to rent a starting flat. A kindergarten is available for UWB employees' children.
- The care for continuous development of the working environment is a basic obligation of the employer and it is stipulated by the Labour Code, the Collective Agreement of UWB, and corresponding regulations.
- OSH regulation has its legal framework stipulated by the Labour Code, by the Collective Agreement of UWB, and corresponding directives issued by the Rector of UWB, and by the Deans and Directors of individual parts of UWB. Working conditions in the research environment are governed by the operating policies of the individual laboratories. All employees of UWB undergo medical checks and participate in regular training in Occupational Health and Safety and Fire Protection. Apart from University-wide directives, other regulations have been issued on OSH, protection of the environment, and operating policies of the laboratories.
- UWB operates the OBD database, which serves for the registration of research and work into the database of findings and into the Registry of Information on State Supported Research and Development (RIV). Co-authors are registered and shown in the database of findings with a percentage of their contribution.
- In conformance to the Directive of the Council 1999/70/EC, all employees with fixed-term contracts have working conditions identical to those of employees with permanent contracts. Job security is made apparent by low employee turnover.
- NTC offers to its employees safe and state of the art working environment, access to infrastructure, information, and the latest technologies.
- NTC's infrastructure is continuously expanded in line with the current needs and requirements.
- NTC's employees can use a set of Lifelong Learning courses. The courses offered are available to the employees online or face to face and free of charge. Development of the employees' language competencies are assured via the International Summer Language School or via courses offered by the Institute of Applied Language Studies; such courses are paid for by NTC.
- For their personal and expert development, NTC employees can also use the vast range of services of the university library, access to international full-text databases, special courses, conferences, study stays, etc.
- Employees of NTC use the mobility opportunities, e.g. international stays, stays in other research institutes (public or private). Mobility is supported by NTC as it is considered a crucial component of personal development. Researchers have the opportunity to travel abroad.
- The plan of mobilities includes visits by leading experts, both domestic and international.

- The research further shows that over 92% of the respondents view the working conditions adequate for the performance of their work; nearly 91% of the respondents say that the working conditions allow them to achieve work-life balance (e.g. in terms of looking after children and family, and development of their scientific careers).

Weaknesses:

- Unlike academic staff, researchers, if not having at least part-time academic work agreement, cannot vote nor be voted into the UWB Academic Senate (NTC as an university institute does not have academic senate), which may reduce participation of researchers in the decision-making process in strategic direction of the UWB.
- UWB as well as NTC holds a large number of fixed-term contracts; this is caused by project financing of science and research. The number of revolving contracts exceeds the limit of the number of revolving contracts permitted by general legislation (the Labour Code); however, scientific organisations have a legal exception given by the Higher Education Act.
- UWB has not completed the building of infrastructure for reporting and addressing suspected unethical behaviour, does not have grievance policy.
- On the level of the University, there is no systematic assistance for finding new employment focusing especially on researchers under fixed-term contracts whose contracts cannot be extended due to termination of project funding.
- Categorisation of researchers in the R1 through R4 grades is not widely used.
- Gender balance is not monitored (composition of selection committees and representation on various management levels).
- Internal norms are not all translated into English.





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

#### Strengths:

- Support of career development of the employees through systematic Lifelong Education is implemented particularly via relevant educational activities organised by UWB (Department of Lifelong and Distance Education), or its components, and via permission of professional study stays and participation of employees in conference events related to career development.
- The Institute of Applied Language Studies supports language education of all UWB employees and the Institute of Lifelong Learning offers other development courses.
- Researchers at UWB are classified into pay grades according to their education and experience; general specification of the range of their R&D activities is specified for those grades. A detailed account of their work activities is provided in the job description.
- NTC employs experienced researchers who participate in the preparation of new researchers. Examples of such relationships include Senior Researcher (R3–R4), Junior Researcher (R1-R2), and Supervisor – Doctoral Student.
- NTC is divided into several departments each of which is headed by an experienced senior researcher. Department heads meet regularly once a month with the management of NTC, so called Management board meeting.
- The research groups also cooperate in application of the interdisciplinarity principles.
- Researchers participate in control and management in all levels, e.g. as executives, project coordinators, etc.
- Project team members possess basic/advanced skills in project management.
- Project groups also include starting researchers and doctoral students.
- UWB's Career Policy and Ethical Code govern the obligations of each academic staff member in terms of continuous development of skill, expansion, and growth of knowledge and skill in their field, as well as general educational activities.
- Researchers at NTC have an opportunity of continuous professional development and gaining new experience in their fields.
- Professional development at NTC is also supported by participation in domestic and international conferences and expert training events. Another component of professional development of researchers is targeted mobility, stays at industry partners, and in research centres in the Czech Republic and abroad.

#### Weaknesses:

- Adequate training and development for experienced researchers is not provided on the UWB level in terms of their managerial or executive roles.
- Training in other fields need to be improved (e.g. business negotiations, transfer and commercialisation of results, etc.) which are not

sufficiently covered by the offer.

- A system of training and development must be implemented across the University, including a person in charge of the maintenance and development of that system.

### 3. Actions

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s): <http://ntc.zcu.cz/en/hr/index.html>

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

**Note:** Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1	UWB Ensure that the principles of the Charter and Code as well as relevant strategic activities are included in the Strategic Intent of UWB for 2021-2025.	(+/-) 3. Professional responsibility	4 Q/2020	Vice-Rector for Development and External Relations	Strategic Intent of UWB for 2021-2025 organically includes priorities as per the Charter and Code

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2	UWB Update of the Ethical Code of UWB so that it also applies to researchers and conforms to the requirements of the Charter and Code, including specification of procedures for safe whistleblowing against breaches of the principles stipulated by the Ethical Code.	(-/+) 2. Ethical principles (+/-) 10. Non discrimination (+/-) 27. Gender balance (-/+) 34. Complains/ appeals	1 Q/2019	HR Manager of UWB	New Code of Conduct is approved.
3	UWB Prepare a training programme on how to identify breaches of the ethical principles stipulated by the Ethical Code and its reporting.	(-/+) 2. Ethical principles (+/-) 10. Non discrimination (+/-) 27. Gender balance (-/+) 34. Complains/ appeals	2Q/2019	HR Manager of UWB in cooperation with the Institute of Lifelong Education	The training programme exists, including the content and trained instructors.

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
4	UWB Prepare a system of software support for evaluation of research (centralisation of information from already available sources across the entire UWB) in relation to individual employees, as data support for employee assessment.	( +/-) 11. Evaluation/ appraisal systems	4Q/2019	Vice-Rector for Science and Research	The system exists and is functional.
5	UWB Prepare a process for assessment of all employees that would allow checking whether assessment is in progress.	( +/-) 11. Evaluation/ appraisal systems	1 Q/2019	HR Manager of UWB	The directive "Assessment of UWB Employees" has been prepared and approved.
6	UWB Include adherence to the directive "Assessment of UWB Employees" in the Internal audit plan for 2019 and further if necessary.	( +/-) 11. Evaluation/ appraisal systems	Continuously (first inspection 4 Q/2019)	Rector	Internal audit on adherence to the directive has been conducted

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7	UWB Amend the existing Code of Conduct for Recruitment of Academic Staff at UWB, or replace it with new regulation so that it applies to all researchers and office staff and contains all the major principles as per the identified gaps of 12-21, all relevant issues from the Checklist, and conforms to the OTM-R policy.	(-/+) 12. Recruitment (-/+) 13. Recruitment (Code) (-/+) 14. Selection (Code) (+/-) 15. Transparency (Code) (+/-) 16. Judging merit (Code) (+/-) 17. Variations in the chronological order of CVs (Code) (+/-) 18. Recognition of mobility experience (Code) (+/-) 19. Recognition of qualifications (Code) (+/-) 20. Seniority (Code) (-/+) 21. Postdoctoral appointments (Code)	4 Q/2019	HR Manager of UWB in cooperation with the Rector	Amended Selection procedure regulations or new internal regulation has been approved and posted at the UWB website.

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
8	UWB Have selected documents translated into English that are important for prospective and current employees.	(-/+) 12. Recruitment	Continuously – by 10/2022, English translations will be provided at least of the strategic documents as well as of the directives included in this Action Plan	Selected coordinator from the Project centre	Selected documents, especially the strategic documents and regulations included in this Action Plan in their English versions are available at the websites of UWB and its parts
		(-/+) 13. Recruitment (Code)			
		(-/+) 14. Selection (Code)			
		(+/-) 15. Transparency (Code)			
		(+/-) 16. Judging merit (Code)			
		(+/-) 17. Variations in the chronological order of CVs (Code)			
		(+/-) 18. Recognition of mobility experience (Code)			
		(+/-) 19. Recognition of qualifications (Code)			
		(+/-) 20. Seniority (Code)			
		(-/+) 21. Postdoctoral appointments (Code)			
9	UWB Amendment to the Professional development of staff of UWB including the findings from the analysis.	(+/-) 28. Career development (++) 33. Teaching	1 Q/2019	HR Manager of UWB	Professional development of staff of UWB have been amended, approved, and published.

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10	UWB Setting of the onboarding process for new employees.	(+/-) 39. Access to research training and continuous development	4 Q/2019	HR Manager of UWB	The process has been described and is functional
11	UWB Formulation of OTM-R (Open, Transparent and Merit-Based Recruitment), policy applicable to the entire UWB, its approval and publication in the Czech and English languages	(-/+) 13. Recruitment (Code)	4 Q/2019	HR Manager of UWB in cooperation with the Rector	OTM-R policy approved and published at the UWB website

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
		(-/+ ) 12. Recruitment			
		(-/+ ) 13. Recruitment (Code)			
		(-/+ ) 14. Selection (Code)			
		(+/-) 15. Transparency (Code)			
12	UWB Prepare training on the correct procedure of the recruitment process for members of selection committees.	(+/-) 16. Judging merit (Code) (+/-) 17. Variations in the chronological order of CVs (Code) (+/-) 18. Recognition of mobility experience (Code) (+/-) 19. Recognition of qualifications (Code) (+/-) 20. Seniority (Code) (-/+ ) 21. Postdoctoral appointments (Code)	2 Q/2020	HR Manager of UWB in cooperation with Institute of Lifelong Education	Training content has been prepared, internal trainers trained.
13	UWB Publish all selection procedures for recruitment of researchers at Euraxess as per the OTM-R policy.	(-/+ ) 13. Recruitment (Code)	1 Q/2020	HR Manager of UWB	Starting in 1/2020, all researcher vacancies are published at Euraxess as per the OTM-R policy.



No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
14	NTC In line with the Ethical Code of UWB prepare a Code of Conduct for NTC.	(-/+ ) 2. Ethical principles (+/-) 10. Non discrimination (+/-) 27. Gender balance (-/+ ) 34. Complains/ appeals	3Q/2019	Vice-director for external relations NTC	Code of Conduct is prepared and approved
15	NTC Realise regular training on how to identify the symptoms of breach of the ethical principles stipulated by the Ethical Code and on reporting.	(-/+ ) 2. Ethical principles (+/-) 10. Non discrimination (+/-) 23. Research environment (+/-) 24. Working conditions (+/-) 26. Funding and salaries (+/-) 27. Gender balance (-/+ ) 34. Complains/ appeals	3Q/2020	Vice-director for external relations NTC	The training programme has been prepared, including the content and trained instructors.

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
16	NTC Implement and consistently adhere to bilingual communication of all internal norms, internal communication with employees, and recruitment of new employees.	(+/-) 5. Contractual and legal obligations (-/+ ) 12. Recruitment (-/+ ) 13. Recruitment (Code) (-/+ ) 14. Selection (Code) (+/-) 15. Transparency (Code)	1Q/2020	Director/Secretary	Internal norms exists and are published in Czech and English Languages.
17	NTC Implement the process of regular assessment interviews.	(+/-) 11. Evaluation/ appraisal systems (+/-) 26. Funding and salaries (+/-) 28. Career development (-/+ ) 34. Complains/ appeals (+/-) 36. Relation with supervisors (+/-) 38. Continuing Professional Development (+/-) 39. Access to research training and continuous development	4Q/2019	NTC management in cooperation with UWB HR Department	Number of assessed employees.

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
18	NTC Prepare career development plans for selected researchers	(+/-) 26. Funding and salaries	4Q/2021	Vice-Director for Science in cooperation with the rest of NTC management and UWB HR Department	Number of career development plans, adherence rate.
		(+/-) 28. Career development			
		(-/+ ) 30. Access to career advice			
		(++) 33. Teaching			
		(+/-) 36. Relation with supervisors			
		(+/-) 38. Continuing Professional Development			
19	NTC Regular trainings in managerial skill, soft skills, HR processes.	(+/-) 3. Professional responsibility	Start monitoring from 3Q/2018	Vice-Director for External relations in cooperation with the rest of NTC management	Number of trained employees
		(+/-) 28. Career development			
		(+/-) 36. Relation with supervisors			
		(+/-) 37. Supervision and managerial duties			
		(+/-) 38. Continuing Professional Development			

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
		(-/+ ) 12. Recruitment			
		(-/+ ) 13. Recruitment (Code)			
		(-/+ ) 14. Selection (Code)			
		(+/-) 15. Transparency (Code)			
		(+/-) 16. Judging merit (Code)			
20	NTC Prepare regular training for the selection committee members	(+/-) 17. Variations in the chronological order of CVs (Code)	2Q/2020	Vice-Director for External relations in cooperation with the rest of NTC management	Number of trained employees
		(+/-) 18. Recognition of mobility experience (Code)			
		(+/-) 19. Recognition of qualifications (Code)			
		(+/-) 20. Seniority (Code)			
		(-/+ ) 21. Postdoctoral appointments (Code)			
		(+/-) 22. Recognition of the profession			

## Unselected principles:

(++) 1. Research freedom    (+/-) 4. Professional attitude    (++) 6. Accountability    (++) 7. Good practice in research

(+/-) 8. Dissemination, exploitation of results    (++) 9. Public engagement    (++) 25. Stability and permanence of employment    (++) 29. Value of mobility

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) \*

The management of UWB as well as the management of NTC are fully supporting Open, Transparent and Merit-Based Recruitment. Implementation of OTM-R policy into the UWB and NTC strategy belong to the priorities. The creation as well as the implementation phase is project based with allocated resources and personnel and with SMART indicators. At the UWB level was appointed HR Manager, who is responsible to create the framework and internal legislation. The creation process includes discussions and recommendation given by stakeholder groups with final comments of the relevant executive departments and Academic Senate.

The HR Manager will together with other members of the Working group and under the supervision of the Steering Committee implement also the onboarding process for new employees, which is seen as critical to the smooth and fast adaptation process.

At the NTC level we have been publishing all open positions at the university web pages, web pages of NTC and we also publish on Euraxess. NTC Working group will be cooperating on creation of the policy and will implement the UWB OTM-R policy by adjusting NTC's internal regulations and norms.

NTC Working group will also work on the preparation of the training programs for the selection committees members to ensure embedding of the OTM-R principles in everyday working behaviour.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL: <http://www.yoursite.com>

#### 4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

The implementation of the Action plan has highest priority for the UWB and NTC managements who give support by Supervising the process as well as by allocating funding and personnel. The whole implementation of the Action plan is project based with clear roles, responsibilities and SMART indicators. Detailed composition of the Steering committee as well as Working group including also the HR Manager ensures smooth flow of information and escalation of possible problems when needed. The process will be regularly monitored on predefined regular meetings and by given indicators and milestones.

The composition of the Steering committee and Working group also reflects requirement of involvement of the stakeholders groups. Stakeholders say is also ensured by the rules for the passing new internal regulations and norms, when all stakeholders groups (including researchers, students, Academic Senate and executive departments) have right to comment on and/or suggest changes to proposed regulations and norms.

These activities will be supported by the soft skills and managerial skills development. There is already fixed plan of workshops and development activities for the next 3 years. NTC employees from all the target groups will also take other development important for their development.

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

**Note:** Click on each question of the checklist to open the editor.

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



Detailed description and duly justification (max. 500 words)

Members of the Steering Committee will be informed at least twice a year about the status of performing the proposed actions. If necessary, further decisions will be adopted towards successful implementation of the proposed actions. This will ensure that the performance of the Action Plan receives adequate attention by the persons in charge as well as by the management of the university. Realisation risks will be assessed continuously; operative measures will be taken in the event of danger to the deadline, scope, or quality of realisation. Members of the Steering Committee will not only monitor the implementation process, they will also provide support if necessary.

Furthermore, the coordinators of the parts (HRS4R faculty/institute coordinators), will meet at least 4 times a year with the HR Manager (UWB HR management) to coordinate the implementation process on the levels of UWB and NTC.

The members of the Working Group who will provide implementation of individual actions will meet no less than 4 times a year and as required by the needs of proposed actions. On the UWB level, one of the team members will always be a HR Manager (UWB HR Dept.). On the NTC level, one of the team members will always be the HRS4R Coordinator. This will provide coordination of the activities and their relation to the proposed actions and if needed escalation of potential problems to the Executive management.

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



Detailed description and duly justification (max. 500 words)

Researchers will be included in the implementation particularly by participation in partial working groups prepared to implement individual actions from the Action Plan. Another method of inclusion will be via commenting on the outcomes as internal directives and procedures; a general comments procedure open to all UWB and NTC employees is assumed for selected documents, e.g. the OTM-R Policy. A rerun of the conducted survey is planned after 2 years with the same target group (doctoral students and NTC employees – researchers, academic staff, office staff, and administration support staff). The new survey will include the possibility to respond to the activities commenced through the Action Plan. Researchers will also be informed about the implementation progress at regular meetings of NTC Management Board as well as at the annual NTC General Meeting where participate all employees. All employees will have access to the NTC HRS4R Coordinator, who will respond to their comments and suggestions and will report to the NTC Management.



How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy. \*



Detailed description and duly justification (max. 500 words)

The Charter and Code have been discussed on various management and employee forums since 2012. The management of the University and NTC unequivocally supports the principles of the Charter and Code as well as efforts for the strongest possible participation in the European research universe. One of the actions on the UWB level is the harmonisation of HRS4R with the Strategic Intent of the University for 2021-2025, the preparation of which is to commence in the second half of 2019. This action is guaranteed by the Vice-Rector for Development and External Relations whose agenda includes the preparation of the UWB strategy; however, the entire management of UWB, the faculties, and institutes will participate in the preparation of the strategy. The strategy will be subject to a wide comment and approval process; this will provide the participation and engagement of the stakeholders. The Strategic Intent of NTC will be prepared, and regularly updated, in line with the Strategy UWB. On the NTC level, actions will be taken, and a set of internal rules prepared to embed the principles of the Charter and Code, HRS4R, OTM-R into NTC's shared values, and organisational culture.

How will you ensure that the proposed actions are implemented?\*



Detailed description and duly justification (max. 500 words)

The University Management already passed the action plan and allocated resources for its implementation. Realisation of HRS4R is included in the Realisation Plan for NTC's Strategic Intent for 2018 and will be in the following years. This will also be included in the Strategic Intent of UWB for 2021-2025, which is the foundation for the Strategic Intent of NTC. Most of the actions do not require major investments; however, they do require establishing of the working groups and time dedication of the employees. All proposed action will be project controlled with the setting of clear goals, persons responsible, milestones, and supervision. Top managements of the University and NTC have been and will be participating in the process. Members of the management are members of the Steering Committee and Working groups. The Action Plan was approved by the Steering Committee and NTC management. Having approved the Action Plan with the proposed actions, the management of UWB and NTC also agreed with the allocation of resources for its implementation. Functional working groups will be secured through careful selection of persons possessing expertise and skills, oriented toward the achievement of the goal (on time and at the required quality). The Executive Board and the Management Board of NTC will be informed about implementation progress on a regular basis. Information will be regularly conveyed also to all stakeholder groups that already have and will continue to have access to the HRS4R Coordinator.

The pillars offer sufficient guarantee that the proposed actions will be implemented on time and in the quality expected by the stakeholders.

How will you monitor progress (timeline)?\*



Detailed description and duly justification (max. 500 words)

Each action has a specified and approved deadline by which the desired outcome is to be achieved. Working groups have been/will be nominated with an appointed supervisor responsible for coordination of work. On the UWB level, the coordinators of the parts (HRS4R faculty/institutes coordinators), will meet at least 4 times a year with the HR Manager (UWB HR management) to coordinate the implementation process on the levels of UWB and NTC; the leaders of the Working group will be invited when necessary. Also, the Steering Committee will be monitoring the performance of the plan twice a year. The Executive Board and the Management Board of NTC will be informed about implementation progress on a regular basis by the HRS4R Coordinator. Information will be regularly conveyed also to all stakeholder groups that already have and will continue to have access to the HRS4R Coordinator. The monitoring will include the performance of the plan as well as the monitoring of the process and status of the actions before their deadlines so that measures might be adopted in the case of danger to meet the deadlines.

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



Detailed description and duly justification (max. 500 words)

As this is the first Action Plan based on the initial GAP Analysis, most of the actions focus on establishing the required environment of procedures, directives, and guidelines, with preparation of training courses if necessary. Each item of the Action Plan has its outcomes defined to establish whether the outcomes have or have not been achieved. The performance of the Action Plan will be jointly monitored by the Working Group and by the Steering Committee and UWB and NTC managements. In most of the actions, the current goals focus on the establishment of assumptions toward the inclusion of measurable targets in future Action Plans. SMART goals were set for certain actions so that those metrics could be validated in the future to ensure the intended purpose, allowing us to initiate the assessment of the suitability of their setting and of the proper metrics of those goals.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

The robustness of the implementation process ensures smooth and timely progress of the Action plan fulfilment. There exist strong commitment and strong support of the managements of UWB and NTC. We have allocated financial as well as human resources to meet the goals and ensuring continuous improvement in the future and to ensure embedement of values and principles of the Charter and Code into our organizational culture DNA.