



Action Plan of Implementation HR Award on Silesian Univerzity in Opava



EUROPEAN UNION
European Structural and Investment Funds
Operational Programme Research,
Development and Education



1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE (k 31.12.2019)	
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	AP	239,5
	VP	12,6
Of whom are international (i.e. foreign nationality)	AP	28,2
	VP	4,6
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0	
Of whom are women	AP	97,8
	VP	4,6
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	AP	76,2
	VP	1,6
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	AP	126,6
	VP	8,7
Of whom are stage R1 = in most organisations corresponding with doctoral level	AP	36,7
	VP	2,3
Total number of students (if relevant)	4 221 (k 31.10.2019)	
Total number of staff (including management, administrative, teaching and research staff)	575,3	
RESEARCH FUNDING (figures for most recent fiscal year - 2019)	€	
Total annual organisational budget	662,0 mil. Kč/25,8 mil. EUR*	
Annual organisational direct government funding (designated for research)	83,7 mil. Kč/3,3 mil. EUR*	
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	7,5 mil. Kč/0,3 mil. EUR*	
Annual funding from private, non-government sources, designated for research	0	
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)		
<p>Silesian University in Opava is a public university. It currently has three faculties: the Faculty of Arts and Sciences in Opava, the School of Business Administration in Karviná, the Faculty of Public Policy in Opava, two university institutes: the Institute of Mathematics in Opava and the Institute of Physics in Opava and two university departments: the University Library and the Information Technology Centre. Although the university, with its approximately 5,000 students, is one of the smaller Czech universities, it offers almost one hundred study programmes and fields of all forms and types from bachelor's, through master's to doctoral, in Czech and English. It can implement habilitation and professorship procedures in several areas. In addition to studies, the university also runs dozens of courses within lifelong learning and the University of the Third Age. Silesian University is a member of the European University Association and cooperates intensively with a number of foreign academic and scientific institutions. The current rector is doc. Ing. Pavel Tuleja, Ph.D. Based on the results of the evaluation of research organizations according to the Methodology 2017+, the Silesian University received in the category of universities the second best mark (B') with the designation "very good".</p> <p>* average CNB exchange rate for 2019 = 25.672 CZK / EUR</p>		



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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.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>The ethical principles for all employees and students are included in the Code of Ethics (issued on 10/2017). Any unethical conduct is discussed by the SU Ethics Committee governed by its Rules of Procedure. The issue of handling and protection of intellectual property is addressed by the Rector's Directive (No. 8/2018), in accordance with legislative requirements. The strategy of science, research and other creative activities (hereinafter R&D) is enshrined in the Strategic Plan (until the end of 2020 in the Long-term Plan). Responsibility for the effective use of funds is enshrined primarily in the internal regulation of the Rules of Management and Accounting (issued in 12/2018) and in the Rector's Directive No. 8/2019 on Internal Financial Control System of the Silesian University in Opava.</p> <p><u>Strengths:</u></p> <p>Ethical aspects: Most employees declare that they pay attention to the broadening of the boundaries of scientific knowledge in their research activities, that their R&D activities do not restrict freedom of thought and expression, and that they know the ethical principles. Most employees reflect the strategic focus of the department in their research.</p> <p>Work regulations: We have prepared and permanently accessible documentation setting out work procedures and rules for all basic areas of activity. Most staff are familiar with and ensure compliance with these documents, including intellectual property rules and safe research practices.</p> <p>Popularisation: 4 out of 5 academic and scientific staff communicate with the public through contributions to thematic and popular science lectures or workshops, in collections or thematic journals.</p>



	<p><u>Weaknesses:</u></p> <p>Ethical aspects: The position of the University Ombudsman and the Ethics Committee for specific areas of R&D activities has not been established. There is a lack of a guideline for carrying out checks and uncovering plagiarism in final theses (SU does, however, regularly carry out such checks), rules of good research practice and keeping records of previous mistakes of employees. Training of employees in respect of intellectual property, patent protection, etc. is not systematically carried out. 12% of employees have encountered infringements of authorship and co-authorship in various situations in the last 3 years.</p> <p>Communication: We have not processed English translations of relevant documents. Some departments lack a coordinated and systematic procedure for familiarising employees with strategic documents</p> <p>Financing: Informing employees about the possibilities of financing via external grants is not systematic across the entire SU, however, some departments ensure this.</p> <p>Digitisation: In the Rector's Directive No. 13/2011, the newly implemented study IS is not taken into account, there is a lack of training on the procedure of working with data in university-wide repositories.</p> <p>Popularisation and transfer: We do not have uniform rules for commercialisation and technology transfer, nor a strategy for popularising R&D at the university level. Systematic training of employees regarding dissemination and use of research results and popularisation of R&D is not performed. The university lacks a commitment to co-address regional and/or societal issues.</p> <p>Non-discrimination: The principle is not more deeply enshrined in the Recruitment Policy and the Code of Ethics. According to the questionnaire survey, 13% of employees encountered discrimination at the workplace (gender, age), which was not further addressed. On the other hand, in the last 3 years, only one complaint has been submitted to the Ethics Committee in this matter.</p>
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	<p>Evaluation: Only a quarter of employees consider evaluation systems to be sufficient, transparent and motivating, only a quarter receive regular immediate feedback.</p> <p>Note: The list of relevant legislative measures of the Czech Republic and valid internal regulations and SU standards is recorded in an internal document, which can be submitted to the European Commission for inspection upon request.</p>
<p>Recruitment and selection</p>	<p>The Candidate Selection Procedures are currently governed by the Recruitment Policy issued pursuant to § 17 para 1 let. f) of Act No. 111/1998 Coll., on Higher Education. Although the Recruitment Policy describes recruitment very generally and lacks a more detailed description of the principles set out in the Code, selection procedures are efficient, transparent and equal opportunities for all staff are maintained in practice. To recruit researchers for posts within individual projects a standard procedure is applied depending on the conditions of the project notice and an approved application. The Career Code (issued in August 2020) regulates both the position and the perspective of professional development of employees.</p> <p><u>Strengths:</u></p> <p>Awareness: Most academic and R&D staff state that they had sufficient information on the required skills and selection criteria before the selection process, and received a description of their work activities.</p> <p>Recruitment Policy: The selection of candidates is governed by the valid Recruitment Policy, which contains the conditions for setting up the selection committee and for the course of the procedure (choice of various methods). Applicants are always informed about the date of the event well in advance. The Committee keeps written records of the progress, including the evaluation of the candidates.</p> <p>Assessment of strengths: During the selection process, the committee takes into account both the scientific outputs of the candidates and the managerial experience gained (project management, team leadership, mentoring, etc.). The Committee shall be so composed as to be able to objectively assess and select the most suitable candidate in the light of all his relevant experience and skills, whether coming from the public or the private sector.</p> <p><u>Weaknesses:</u></p>



	<p>OTM-R: We do not currently have a formally enshrined OTM-R policy. Selection process is open, however, when filling "post-doctoral positions" there can be an advantage for our own graduates (there is no definition of the category of post-doctoral positions, including the determination of competencies for this position). The members of the selection committees are not systematically trained in the area of recruitment and selection of staff.</p> <p>Assessment of strengths: We have not yet developed the principles of evaluation of current practice and experience (merit), there is no uniform method for their evaluation. The method of recognition of non-formal qualifications is not specifically described in the Recruitment Policy.</p> <p>Recruitment Policy: The Recruitment Policy applies only to academic R&D staff, there is no policy for the researchers. There is a lack of a detailed description of the principles of the Code (e.g. scope of selection criteria, gender principle, emphasis on combining different expertise and skills of evaluation of the committee members, formal enshrinement of providing feedback to candidates on weaknesses and strengths of their presentation).</p> <p>Advertising offers of vacancies: Form and style are not unified at the university level. Relevant foreign networks are used to publish job offers, Euraxess is used only by one department.</p> <p>Induction: The systematic procedure of the induction process is not described, in the questionnaire survey only 43% of employees state that they were comprehensively trained at the workplace. The internal regulations lack general requirements for post-doctoral students with clear principles of professional development (link to onboarding, induction plans, the Career Code).</p> <p>Note: The list of relevant legislative measures of the Czech Republic and valid internal regulations and SU standards is recorded in an internal document, which can be submitted to the European Commission for inspection upon request.</p>
Working conditions	Recognition of all researchers within the relevant professional groups is a natural part of working life. The internal Remuneration Regulation defines the categories of R&D staff and their classification into the salary tiers. Career support is enshrined in the Career Code. The SU Code of Ethics enshrines the principle of respect between individual



	<p>employees. Regardless of job classification, all R&D employees have access to further education, career development, mobility, etc.</p> <p><u>Strengths:</u></p> <p>Resources: According to most employees, the university offers sufficient equipment and financial resources also for long-distance cooperation with other domestic and foreign institutions.</p> <p>Equal opportunities: Employees have been treated as full members of the relevant scientific community since the beginning of their careers. 70% of respondents believe that the policy of equal opportunities for men and women at the university is sufficiently addressed.</p> <p>Working conditions: Current working conditions allow for flexible working hours and a combination of family and work life.</p> <p>Career: Most employees are familiar with the rules and opportunities for their career growth.</p> <p>Mobility: Most staff believe that the university's support for mobility is sufficient.</p> <p><u>Weaknesses:</u></p> <p>Resources: Dependence on funding from external project sources is not negligible, therefore better information is needed on the offer of equipment and funding for R&D.</p> <p>Equal opportunities: We do not incorporate the principle of gender diversity into the Code of Ethics. The position of the university ombudsman has not been established, however, according to an inquiry into the establishment of this position, only one-fifth of staff agree. The need to establish this position stems from the requirements of the Ministry of Education, Youth and Sports and the European Commission. One third of employees believe that they cannot influence the direction of the university, faculties or institutes.</p> <p>Remuneration: More than half of the employees are not satisfied with the financial evaluation, only a fifth of the employees think that the feedback from the students is taken into account. One third of workers state that they are not familiar with the procedure for lodging complaints and appeals concerning working conditions and rights.</p>
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	<p>Career: In the field of professional and personal development, we do not provide systematic advice to researchers, we do not have a strategy for career development of the researchers at any stages of their careers, we do not have defined mentoring conditions and follow-up processes.</p> <p>Mobility: The Career Code does not specifically describe the method of recognising mobility, we do not register mobility between the private and public sectors, employees stated in the questionnaire survey that there are barriers to the implementation of foreign mobilities.</p> <p>Pedagogical activity: We do not have a sufficiently attractive and motivating system for the development of pedagogical skills of staff for doctoral students and other researchers. According to 44% of employees the work results associated with the teaching are taken into account during the evaluation by their superior. Approximately one third of employees are prevented from research activities by teaching.</p> <p>Note: The list of relevant legislative measures of the Czech Republic and valid internal regulations and SU standards is recorded in an internal document, which can be submitted to the European Commission for inspection upon request.</p>
<p>Training and development</p>	<p>Internal documents (the Career Code, Workplace Rules, the Code of Ethics) declare the importance of continuous development of researchers at SU at all stages of their scientific careers. At the beginning of the study, a tutor is assigned to doctoral students. Supervision of activities is monitored by the Subject Area Board for the given doctoral study programme. The duties of tutors and Subject Area Boards are described in the Study and Examination Regulations for Doctoral Students (issued 8/2017). Students have the opportunity to submit proposals and complaints, they have the right to request a change of the tutor, a change in the topic of the dissertation and a change of the workplace.</p> <p><u>Strengths:</u></p> <p>Workplace relationships: According to most employees, building and maintaining functioning working relationships is sufficiently supported in the workplace.</p> <p>Education: SU offers internal and external educational programmes for its employees from the beginning of their career, regardless of the number of hours/the form of the employment relationship. It supports</p>



	<p>activities to expand the professional qualifications of the employees and informs about the offer of training activities in which as much as $\frac{3}{4}$ participate.</p> <p>Mentoring: Mentoring is a useful form of career development according to most employees. Tutors have sufficient expertise to support junior researchers.</p> <p><u>Weaknesses:</u></p> <p>Information sharing: According to a quarter of employees, communication between experienced and junior researchers is not effective. The departments do not have any tool or communication channels for sharing good practice and networking.</p> <p>Mentoring: We do not systematically set up a way to train supervisors (tutors/mentors) in the management of junior researchers. One-fifth of Ph.D. students do not have a system of regular meetings with their tutor and do not receive regular feedback on their work. One-fifth of tutors of Ph.D. students think that they do not have enough time to support a junior researcher. We do not have defined conditions for mentoring, mentoring is not taken into account in the evaluation of researchers.</p> <p>Training: We do not keep records of training for the needs of employee evaluation. There is no system for assessing the suitability of training for individual employees, there is no definition of mandatory training for R&D staff. Systematic support for personal development of R3 and R4 employees is not provided. No activities for the development of managerial competencies have been implemented in the departments in the last 5 years.</p> <p>Note: The list of relevant legislative measures of the Czech Republic and valid internal regulations and SU standards is recorded in an internal document, which can be submitted to the European Commission for inspection upon request.</p>
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3. ACTIONS

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

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL: <https://www.slu.cz/slu/en/hrawarden>

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:



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Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/s semester)	Responsible Unit	Indicator(s) / Target(s)
<p>1. Modification of the SU Code of Ethics to include some of the principles of the Charter and the Code, e.g.:</p> <ul style="list-style-type: none"> - clarification of the role of managers in entrusting others with the performance and transfer of information, technical assistance and experience to junior researchers, - declaring the efficient use of funds in accordance with the principles of sound, transparent and efficient financial management, - introduction of a declaration of non-discrimination, - introduction of a declaration of the principle of gender balance and gender diversity, - consideration of specific ethical issues related to the nature of R&D activities (e.g.: in connection with health research) 	1- 4, 6, 10, 24, 27, 34	1Q/2021 – 3Q/2021	steering group / Vice-Rector for Strategy and Communication	<p>Revised and amended Code of Ethics of the Silesian University</p> <p>Informing about the changes and their impacts across SU - information document, web, email</p>
<p>2. University Defender of Rights - Ombudsman</p> <p>2.a) Officially establish the position of Ombudsman and introduce this role into relevant official SU documents - it is</p>	1, 2, 10, 34	1Q/2021 – 4Q/2021	steering group / Rector	Revised internal policy - ombudsman / establish the position of ombudsman



<p><i>essential to define this role, their competencies and requirements also vis-à-vis the Ethics Committee.</i></p> <p><i>2.b) Designation and authorisation of a specific independent person to perform this role (link to the Code of Ethics)</i></p> <p><i>2.c) Promoting awareness of the complaints and appeals process and of the Ombudsman's activities</i></p>			<p><i>Vice-Rector for Strategy and Communication</i></p>	<p>The person appointed to be the Ombudsman</p> <p>Informing about the changes and their impacts across SU - information document, web, email</p>
<p><i>3. OTM-R policy</i></p> <p><i>3.a) Creating an OTM-R policy</i></p> <p><i>3.b) Revision of the Recruitment Policy according to the principles of the Code of Conduct for the Recruitment of Researchers for all principles in this section, leaving the necessary autonomy to individual departments of SU according to relevance and their current needs, e.g.:</i></p> <ul style="list-style-type: none"> <i>- definition of basic principles of recruiting R&D staff,</i> <i>- update standardised form of the template to announce the Candidate Selection Process,</i> <i>- definition of the conditions for the establishment and composition of selection committees (including conflicts of interest of board members, gender aspect),</i> <i>- definition of framework evaluation criteria and their weights,</i> <i>- recommendations for the use of international networks for advertising vacancies.</i> 	<p><i>12-21, 27, 29</i></p>	<p><i>3Q/2021 – 3Q/2022</i></p>	<p><i>steering group</i></p> <p><i>working group</i></p> <p><i>/</i></p> <p><i>department heads</i></p> <p><i>bursar</i></p> <p><i>secretaries</i></p> <p><i>Vice-Rector for Strategy and Communication</i></p>	<p><i>Created OTM-R policy document, URL</i></p> <p><i>Updated Recruitment Policy, which also applies to non-academic researchers</i></p> <p><i>Creation of recommended templates/sample forms in Czech and English versions</i></p> <p><i>Development of a model (standardised) procedure to carry out the Candidate Selection process</i></p> <p><i>Number of trainings/trained personnel</i></p> <p><i>Informing about the changes and their impacts across SU - information document, web, email</i></p>



<p>3.c) Development of a model (standardised) procedure to carry out the Candidate Selection process</p> <p>3.d) Training of managers on the principles of OTM-R policy</p> <p>3.e) Ensuring awareness across SU about the emergence of OTM-R policy</p> <p>3.f) Publication of vacancies on various platforms, including Euraxess</p> <p>3.g) Setting up a system for OTM-R evaluation and objective fulfillment</p>				<p>Number of vacancies published on Euraxess and other platforms</p> <p>Evaluation report</p>
<p>4. Induction process</p> <p>4.a) Systematisation of the whole induction process of new SU employees, creation of a "welcome package" for new, but also possibly existing employees entering a new position (for example, description of individual roles and competencies, list of documents to be acquainted with, plan of first work weeks, acquaintance with work in shared university repositories, etc.)</p> <p>4.b) Preparation of guidelines for the training system within the induction process</p> <p>4.c) Definition of the role of mentors and their competencies in the process of induction</p>	<p>3, 4, 7, 10, 22, 25, 28, 36-38, 40</p>	<p>3Q/2021 – 4Q/2021</p>	<p>working group / department heads bursar secretaries Vice-Rector for Science and International Relations Vice-Deans for Science and International Relations Vice-Rector for Strategy and Communication</p>	<p>New internal policy - Induction Guideline incl. "Welcome package" Standardised role of mentor</p> <p>Informing about the changes and their impacts across SU - information document, web, email</p>



<p>5. Evaluation of employees</p> <p>5.a) Modification of the Career Code - linking the academics and researchers evaluation system to the systems of motivation, remuneration and career development with a link to the goals of workplaces and the SU strategy</p> <p>5.b) Modification of the system of evaluation of employees using examples of good practice with emphasis on strengthening transparency and objectification (determination of common principles, including the provision of relevant records)</p> <p>5.c) Systematisation and implementation of training for R&D managers in managerial competencies (people management, effective feedback, etc.)</p>	<p>11, 28, 36-38</p>	<p>3Q/2021 – 2Q/2022</p>	<p>steering group working group / department heads bursar secretaries Vice-Rector for Strategy and Communication</p>	<p>Updated Career Code</p> <p>Informing about the changes and their impacts across SU - information document, web, email</p> <p>Description of the process of evaluation of employees at individual departments of SU (a guide for employees entering the evaluation process)</p> <p>Number of trainings and trained personnel</p>
<p>6. Career development</p> <p>6.a) Modification of the Career Code with regard to a systematic approach to career development and the use of opportunities to support career development, including general conditions to possibly take into account talent management according to the specifics and the needs of the departments</p> <p>6.b) Setting up a system of career development of academic and research staff with a link to the system of evaluation of employees (attractive and sufficiently motivating system of education of R1-R4 researchers regardless of the type of employment contract)</p>	<p>24, 25, 28, 30, 33, 36-40</p>	<p>3Q/2021 – 3Q/2022</p>	<p>steering group working group / department heads bursar secretaries Vice-Rector for Strategy and Communication</p>	<p>Updated Career Code</p> <p>Informing about the changes and their impact across SU - information document, web, email</p> <p>Number of trainings and trained personnel</p> <p>Web portal of educational activities</p> <p>Improving the conditions for the performance of work duties</p>



<p>6.c) Systematisation of staff training with regards to managerial skills development</p> <p>6.d) Increase the attractiveness and support for the development of pedagogical skills for doctoral students and other researchers using flexible forms of education and networking</p> <p>6.e) Individualisation of the harmonisation of R&D and pedagogical activities (taking into account the role of the tutor/mentor vs. the fulfillment of other work duties)</p> <p>6.f) Promoting equal access to fixed-term employees, including their access to vocational training and information on permanent vacancies.</p>				<p>Better information of employees about the possibility of career development</p>
<p>7. Revision of the SU Remuneration Policy</p> <p>7.a) Revision of the Remuneration Policy according to Euraxess (R1-R4 category)</p> <p>7.b) Creating a policy for post-doctoral positions - preparation of the conditions, formal creation of a postdoc job and defining the conditions for this position</p>	<p>21, 24, 25, 26, 36, 40</p>	<p>3Q/2021 – 4Q/2021</p>	<p>steering group working group / bursar Vice-Rector for Science and International Relations Vice-Deans for Science and International Relations</p>	<p>Updated SU Remuneration Policy</p> <p>Created postdoc job position in relevant SU documents</p> <p>New internal policy - Conditions of the position of postdoctoral students Guideline</p>
<p>8. Good Research Worker Manual / Good Research Practice Guideline</p>	<p>1-4,</p>	<p>Q4/2021 – Q2/2022</p>	<p>rectorate /</p>	<p>New Good Research Practice Guideline</p>



<p>8.a) Creation of a handbook for R&D staff summarising aspects and processes of scientific work and the conditions at the Silesian University (professional approach, responsibility, open access, rules for co-authorship, intellectual property protection, GDPR, dissemination of results, confidentiality obligations in contract research, etc.)</p> <p>8.b) Publication of documents on relevant portals</p> <p>8.c) Implementation of training with regards to R&D ethics and a new guideline for employees and students)</p>	<p>6-8, 10, 21, 31, 32</p>		<p>Vice-Rector for Science and International Relations</p> <p>Vice-Deans for Science and International Relations</p> <p>Vice-Rector for Strategy and Communication</p>	<p>Informing about the changes and their impacts across SU- information document, web, email</p> <p>URL of the web portal repository</p> <p>Number of trainings and trained personnel</p>
<p>9. Mobility</p> <p>9.a) Introduction of records and support for the use of interdisciplinary and intradisciplinary mobilities</p> <p>9.b) Creating motivational conditions for the implementation of all types of mobilities</p> <p>9.c) Improving awareness of the use of mobility opportunities</p>	<p>29</p>	<p>Q4/2021 – Q2/2022</p>	<p>rectorate / Vice-Rector for Science and International Relations</p> <p>Vice-Deans for Science and International Relations</p> <p>Vice-Rector for Strategy and Communication</p>	<p>Revision of the internal policy - Guideline - Mobility Support</p> <p>Informing about the changes and their impacts across SU - information document, web, email</p> <p>International Cooperation Support Fund</p> <p>Communication platform for information sharing (KC-university community network)</p>
<p>10. Creation of a system for technology and knowledge transfer and popularisation of R&D</p>	<p>5, 8, 9, 31, 32</p>	<p>Q3/2021 – Q2/2022</p>	<p>rectorate /</p>	<p>Design of a system to support the commercialisation and transfer of technology</p>



<p><i>10.a) Preparation of a system to support the commercialisation and transfer of technology and knowledge, including organisational enshrinement which will also include the area of intellectual property rights</i></p> <p><i>10.b) Clarification and updating of the strategy for the popularisation of results and creative activities respecting the differences of individual departments and programmes of the university in relation to the Strategic Plan of SU</i></p> <p><i>10.c) Implementation of training of employees with regards to popularisation of science and research, intellectual property, patent protection, etc.</i></p> <p><i>10.d) Systematisation of project support across SU, including search for grant opportunities, registration and transfer of information and subsequent preparation of grant applications</i></p>			<p><i>vice-rector for project management</i></p> <p><i>vice deans for project management / development</i></p> <p><i>Vice-Rector for Science and International Relations</i></p> <p><i>Vice-Deans for Science and International Relations</i></p> <p><i>Vice-Rector for Strategy and Communication</i></p>	<p><i>and knowledge in relation to the Strategic Plan</i></p> <p><i>New internal policy - Data processing Guideline (follow-up to the Good Research Practice Guideline)</i></p> <p><i>Informing about the changes and their impacts across SU - information document, web, email</i></p> <p><i>Specified and updated Strategy for the support of popularisation of the results of Creative Activities (Strategy Plan)</i></p> <p><i>Number of popularisation events + attendance</i></p> <p><i>Academic staff database - overview of involvement in popularisation activities</i></p> <p><i>Number of events / trainings and number of trained personnel</i></p> <p><i>Communication platform for information sharing (KC - university community network)</i></p>
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<p><i>11. Communication</i></p> <p><i>11.a) Development of a communication strategy in connection with the Strategic Plan of SU in order to improve the awareness of all employees and support internal communication tools across the entire SU</i></p> <p><i>11.b) Support for counselling, experience sharing and networking within SU (SU Career Centre) in order to:</i></p> <ul style="list-style-type: none"> <i>- improve the information of all employees, regardless of the type of employment contract, about career development opportunities (training, benefit, etc.), (see point 6f)</i> <i>- to support awareness of the possibilities of developing the research and educational environment (equipment, etc.)</i> <i>- promote awareness of equal opportunities policy</i> <i>- to improve information about the possibility of participation in the decision-making bodies of SU and the possibilities of influencing SU</i> <p><i>11.c) Update of the Czech and English versions of the website, addition of a "Research" section for R&D topics</i></p> <p><i>11.d) Translation of all relevant documents related to the Charter and the Code into English</i></p>	<p>4, 9, 10, 12, 23, 24, 25, 27, 28, 30, 35, 36, 38, 39</p>	<p>1Q/2021 – 4Q/2022</p>	<p><i>rectorate</i> <i>/</i> <i>Vice-Rector for Strategy and Communication</i> <i>Head of the Information Technology Centre (technical part)</i> <i>Vice-Rector for Science and International Relations (contents)</i></p>	<p><i>SU communication strategy</i></p> <p>Extended KC services (sharing experience and career development) - Portal for sharing internal activities, number of KC centre events / number of users</p> <p>Informing about the changes and their impacts across SU - information document, web, email</p> <p>Creation of the "Research" section on the SU website (URL address)</p> <p>All relevant internal regulations, policies and related documents translated into English</p>
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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.

The Silesian University in Opava currently has no OTM-R policy in place, however, certain principles are already defined within the SU Statute and other internal regulations and policies in accordance with Section 17 of the Higher Education Act. The implementation of an open recruitment policy is a key element of the HRS4R strategy. The current state of this policy is described by the Silesian University through the OTM-R Checklist and the 23 questions contained therein.

The process of recruiting new employees is currently defined according to the valid Recruitment Policy (March 28, 2017), on the basis of which the positions of academic staff, faculty managers and other parts of the university, bursar and faculty secretaries are filled. Although the Recruitment Policy describes recruitment in very general terms and there is no more detailed description of the principles set out in the Code, selection procedures are effective, transparent and equal opportunities for all staff are guaranteed in practice. To recruit researchers for posts within individual projects a standard procedure is applied depending on the conditions of the project notice and an approved project.

Activities leading to the implementation of an open recruitment policy:

1. A crucial step is the **creation and publication of the new OTM-R Strategy of the Silesian University**. Simultaneously with the creation of the strategy, the internal regulation of the Silesian University will also update the **Recruitment Policy**, which will be in full compliance with the OTM-R principles given by the European Commission. Each department is responsible for the selection process itself, however, within the implementation of changes it is possible to achieve a basic (methodological) unification of personnel processes at the university level while maintaining partial autonomy of departments in this area. The updated Recruitment Policy will be in accordance with other updated relevant regulations, such as the **Internal Remuneration Regulation** or the **Career Code** of the Silesian University. The documents will be available in both Czech and English and will be placed on the SU website.
2. Along with the preparation of the OTM-R Strategy, a **set of files of recommended templates / form samples** in the Czech and English versions for advertising positions across SU will also be created. The elaborated **model procedure for the implementation of the Candidate Selection Process**, including the recommended Checklist and other documentation for this process, will be on the outputs. Among other things, it is a **set of tools for all phases of the process**: advertising, selection and evaluation and appointment. The recommendations also concern, for example, the submission of feedback or the publication of advertised vacancies on the EURAXESS website and the active support of internationalisation and an open SU policy.



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3. After approval of the OTM-R policy by the Rector of the SU, information about the changes that have occurred and their impacts will be provided **across the SU**. One of the activities is the implementation of training focused on all relevant target groups, including managers, employees of personnel departments, etc.
4. SU does not currently use any special tools for the registration of applicants and the management of the related agenda. The reason that the process is difficult to unify is that there are many forms of submissions of the applicants' profiles to apply for an advertised vacancy. As before, the management of this agenda will stay in the competence of the personnel department, while the overview of monitored indicators for the selection process and individual candidates will be expanded and updated.

During the implementation of all sub-steps and during the process of creating the OTM-R strategy, all relevant employees from the university management, departments, research teams, including representatives of economic departments, will be involved, or external experts in the field will be contacted and invited.

In line with the OTM-R Checklist, the policy will be comprehensively focused on all phases of the process: the advertising and application phase, the selection and evaluation phase, and the appointment phase. An important part of the whole implementation and success of the OTM-R policy is also the ongoing monitoring of compliance with these principles. The Silesian University is aware of the importance of systematisation and interconnection of the recruitment policy for a methodologically coordinated induction process for newly recruited or appointed employees. The systematisation of this process is part of other activities of the Action Plan.

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:

4. IMPLEMENTATION

General overview of the expected implementation process:

The implementation of the HRS4R strategy is one of the ways to prove that the Silesian University supports its employees and creates conditions for the arrival of scientists from other workplaces. The goal of HRS4R implementation is the effective setting of conditions and internal processes with regards to human resources, including their sustainability and systematic development. Within these processes, it is also necessary to focus on strengthening the relationship between academics, researchers and the employer so that, within the development of a creative and transparent



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environment, universities contribute to the required success in research, development, transfer and sharing of knowledge and results.

Benefits of HRS4R implementation for the university and the researchers:

- increasing the prestige of the university and its attractiveness for researchers from both the Czech Republic and abroad,
- strengthening international visibility and accessibility,
- connecting the university with a pan-European network of research organisations,
- improving the quality of care for human resources,
- increasing support for the personal and professional growth of researchers,
- creating conditions for an attractive and promising career in research and development at the university, amongst other things through:
 - guaranteeing a transparent selection process and fair evaluation,
 - meeting the needs of researchers
 - appreciation of experience from mobility in the public and private sector,
 - obtaining research funding from European and domestic research support programmes.

As part of the implementation process, the Silesian University has set the following **key goals**:

- A clear strategy of **human resources management** following the Strategy Plan of the Silesian University and implementing the principles of the Charter and the Code.
- Transparent and open **system for the recruitment of new R&D employees** based on the principle of equal opportunities using effective and modern tools and methods of selection and recruitment. Support a bilingual environment.
- Ensuring the employees across the entire university are **better informed** in individual particular areas (strategic documents, internal policies and regulations, career development opportunities, benefits, etc.).
- Systematisation of the whole **induction process** of new, returning staff and employees entering a new position. The process aims to improve and speed up the orientation of these employees in the new work environment, their integration into teams and work activities.
- **Active approach to the management, remuneration and development of employees** (transparent evaluation of R&D performance of employees, systematic development of competencies, etc.).
- A clear **strategy for popularising results and creative activities**.

All these priorities and the related activities included in the Action Plan are the result of a summary of data from the questionnaire survey, focus groups and guided interviews. At the same time, the individual areas were discussed at the meetings of the working group and agreed by the steering committee.

The action plan includes the following sub-steps:

Update and subsequently implement internal policies and regulations:

- the Code of Ethics,
- the Rules of Procedure of the Ethics Committee,



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- the Career Code (incl. Evaluation, development),
- the Recruitment Policy,
- the Remuneration Policy,
- Organisational rules.

Preparation and subsequent implementation of new documents:

- OTM-R policy (incl. templates and samples),
- Strategies for popularisation of results and creative activities,
- Good Research Practice Guideline (Manual/guide for R&D staff summarising issues of professional approach, rules for co-authorship, intellectual property protection, GDPR, dissemination of results, confidentiality obligations in contract research, etc.),
- Guidelines - induction incl. "Welcome package", conditions for the position of postdoctoral students, support for mobility, data management.

All relevant documents will also be translated into English. The SU website will be updated and expanded with a Research section, which will also serve as a guide for those interested in research topics from abroad. One of the priorities is also the creation and implementation of a communication platform (SU University Community Network) to improve communication processes and strengthen information sharing across the university between target groups, create a Database of popularisation activities and a Database of educational events for university staff.

As part of the implementation process, a job position "HR Award Manager" will be established at the Silesian University, whose job will be to implement activities and measures necessary for implementing HR Award standards in cooperation with members of the working group and the steering committee, the subsequent maintenance and support of strategic management in areas of human resources development. With regards to the implementation of the HR Award standards, it will mainly focus on planning and supervising the correct continuity of activities, coordination across the university, including external collaborating entities, coordination and evaluation of working group activities with regards to project time milestones, communication with the Ethics Committee (using HRS4R E-TOOL) including keeping documentation in the system, recording changes in documentation, monitoring news on the Euraxess portal and, last but not least, monitoring and supervising the fulfillment of project commitments.

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

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering	A minimum of 2-4 meetings per year will be held. The Steering Committee will also be convened in addition to these regular meetings



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<p>group regularly oversee progress?</p>	<p>if necessary. Within the regular meetings, the Steering Committee will monitor progress in the fulfillment of individual indicators and fulfillment of individual activities of the Action Plan.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>Representatives of researchers and other relevant staff will be systematically involved in the implementation phase as members of the working group and the steering committee. They will participate in the implementation of the sub-steps resulting from the Action Plan. The role of the working group will also be the preparation of documents on step-by-step progress, which will serve as a basis for the meetings of the Steering Committee. In case of identification of needs, experts will be invited to cooperate on specific outputs.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognised in the organisation's research strategy, as the overarching HR policy.</p>	<p>The development of human resources is one of the priority areas of the Strategic Plan of the Silesian University for the period 2021+. The individual activities resulting from the Action Plan are linked to this strategy and are fully in line with the policy and strategic direction of the university. In connection with the Strategic Plan, an implementation plan will be prepared annually, which will also contain individual steps and measures implemented in the given year in the area of personnel policy. The Strategic Policy of SU 2021+ is fully in line with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>The implementation of the Action Plan will be based on the specifics of the Silesian University, especially taking into account its smaller size, regional focus, geographical location in several cities, differences in individual departments and with the least possible administrative burden on all university staff. The implementation of the Action Plan will be under the responsibility of the Bursar, Rector and Vice-Rectors of the Silesian University, thematically divided according to the competence of individual senior staff of the University.</p> <p>The main goal of the implementation of the individual principles of the HR Award is to support an attractive and open environment for work and study in the field of science and research. Many of the principles defined in the Charter and the Code are already part of common university practice. However, in order to be in full compliance with the principles and to improve the quality of human resource management, several important steps need to be taken focusing on ethical and professional aspects, preparing open and transparent recruitment,</p>



	<p>promoting quality working conditions and personal and professional growth opportunities.</p> <p>Monitoring the implementation of the Action Plan is one of the key roles of the Steering Committee. The monitoring by the steering committee will also include risk management, where selected indicators will be monitored on an advance basis. Preventive measures eliminating the probability of the occurrence of risks will be defined and a plan of corrective measures for the event of the occurrence of a risk will be prepared so as to eliminate the negative impact of non-fulfillment of the steps of the Action Plan. If necessary, the schedule for the implementation of the Action Plan will be revised to ensure that the planned outputs and indicators are fully achieved within a defined period.</p>
<p>How will you monitor progress (timeline)?</p>	<p>In order to monitor progress, a detailed schedule for the implementation of individual activities will be prepared, which will define individual tasks and responsibilities. A "product list" will be prepared to monitor outputs and indicators, where individual outputs and indicators will be registered. Part of the whole monitoring process is also risk management, which is described in the previous section.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>The indicators will be divided into quantitative and qualitative. Quantitative indicators will be monitored through progress records and the "product list". The progress in meeting the qualitative indicators will be monitored in the form of progress surveys among target groups and/or meetings of special focus/working groups or guided interviews with relevant staff. At the end of the implementation phase, a wide questionnaire survey will be conducted, on the basis of which it will be possible to compare the progress in comparison with the situation in Q2/2020 (which is the survey that had already taken place within the analytical phase). If necessary, this questionnaire survey will also be conducted in the meantime during the implementation phase. The outputs of the qualitative survey will be continuously compared with the initial state. This will therefore set the basis on which it will be possible to evaluate the progress in the process of implementing the Action Plan and identify other gaps and opportunities.</p>

Additional remarks/comments about the proposed implementation process:



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The formal establishment of the **Ombudsman's position**, the definition of his role and competencies (also in relation to the Ethics Committee) and the next steps are aimed at increasing transparency in the complaints/appeals review processes of the researchers, including those concerning conflicts between the junior researcher and his/her tutor (tutors). The University Ombudsman will strengthen the plurality of views and be one of the real manifestations of the Freedom Policy, whose role is to contribute to raising the standard in resolving labour disputes, conflicts and complaints related to work, in order to ensure fair and equal treatment within the institution and improve the overall quality of the working environment. The existence of the Ombudsman is an extension of opportunities not only for the application of the law, but also for the application of the principles of democracy.

An essential step in the next phase will be the creation of the **OMT-R policy**. The aim is to standardise the conditions guaranteeing the functionality of a transparent and open system of recruiting new R&D staff based on the principle of equal opportunities, using effective and modern tools and methods of selecting and recruiting employees. The sub-steps are the support and awareness of the process across SU, as well as the preparation of a bilingual environment for potential foreign R&D employees.

In connection with the above, the **Recruitment Policy** will be updated and a set of recommended templates/samples/forms will be created in both Czech and English. At the same time, a model procedure to carry out the selection procedure will be prepared, which will clearly present the rules and procedures for the recruitment of all positions of researchers. Training of managers on the principles of the OMT-R policy and ensuring information on its creation across SU will facilitate and support its overall implementation.

Introducing a comprehensive and integrated **induction process** for Silesian University employees is another of the essential and desirable priorities. SU sees the time for induction as key to getting acquainted with the processes and nature of work at the Silesian University. The activity will also include the preparation of information materials (Welcome package) which will improve and accelerate the involvement of new domestic or foreign employees. The definition of the role and competencies of the mentor is also a crucial step. The guidelines will be an added value both on the part of the "newcomer" and on the part of his superior, and also thanks to them both parties will be able to easily overcome possible problems that the induction period brings. An important part of the induction process is the provision of feedback and the skill of setting goals and tasks for the next period. For this reason, the managers will undergo training for managerial skills (see point 5c).

At the same time, the process of **evaluating the work performance** of R&D employees will be updated and systematised. The sub-steps will be the setting of evaluation criteria, linking the system to the system of motivation, remuneration and career development in relation to the objectives of workplaces and the strategy of the Silesian University. The main objective of these changes, which will consist mainly in **updating the Career Code**, is to use examples of good practice to strengthen the transparency and objectification of the process.

Part of some changes resulting from the Action Plan is also the **training and education of R&D staff** in sub-topics. For these purposes, a unified platform (Database of educational events) will be prepared, enabling the registration and promotion of individual educational activities. Its aim will be to systematise, make



more attractive and support the development of individual competencies and skills of doctoral students and other R&D employees using flexible forms of education and networking. Sets of educational events will be recommended for individual levels of scientific careers (including doctoral studies). The connection with the SU Career Centre will lead to an improvement of the awareness of all employees about the possibilities of career development (follow-up to point 11b).

The update of the Career Code will be linked to the update of the Internal Remuneration Regulations. It will also include a revision and definition of individual R1, R2, R3 and R4 positions (according to Euraxess: <https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors>) with a defined career advancement option and lifelong learning.

The document **Good Research Practice Guideline** follows the Code of Ethics, and in an attractive way introduces R&D staff to the issue of professional, responsible and open approach such as: rules for co-authorship, rules for intellectual property protection, handling of personal data, plagiarism, dissemination methodology, etc. This document will also be included in the "Welcome package".

Despite the results obtained from the questionnaire survey showing that respondents are aware of the possibilities of **using mobility** (80% of respondents believe that SU supports researchers in mobility sufficiently, 65% of respondents are familiar with the rules for recognising mobility and evaluating experience from them), one of the goals of SU is to improve the use of these opportunities and also to support the emergence of motivational conditions for their implementation.

Due to the nature of the Silesian University, the establishment of an independent centre for technology and knowledge transfer is a task for the next few years. However, at this time the university is already preparing a system to support the commercialisation and transfer of technology. These preparations also include the area of intellectual property rights and, with them, the revision and updating of existing internal policies and regulations. At the same time, **a strategy for the popularisation of the results of creative activities** will be developed respecting the differences of individual departments and the programmes of the university. In relation to this, the preparation of training for university staff in respect of popularisation of science and transfer (new forms of popularisation of R&D, intellectual property, patent protection, etc.)

The last and fundamental activity for all the above-mentioned priorities is the creation of a **communication strategy** in connection with the Strategic plan of SU in order to improve the information of all employees and to support internal communication tools across the entire SU. The creation of a communication platform (University Community Network) will ensure the support not only of the counselling services, but also the sharing of information, experience and networking.

The implementation phase intersects with the start of the implementation of the new Strategic Plan of the Silesian University 2021+. Given that the Action Plan is linked to this Strategic Plan, it is expected that the simultaneous implementation of both the Strategic Plan and the Action Plan will be more effective thanks to the use of synergy effects of both processes. Up-to-date information on the details of the entire



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process of obtaining and maintaining the HR Award certification is published on the website of the Silesian University <https://www.slu.cz/slu/cz/hraward>.



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