

HRS4R IMPLEMENTATION STRATEGY AT UPJŠ

The HRS4R implementation strategy at UPJŠ follows up on the results of the initialization phase of the HRS4R project at UPJŠ, within which we ensured the following:

- GAP analysis
- OTM-R form
- Action plan

The HRS4R Implementation Strategy at UPJŠ responds to the GAP analysis carried out at the university and to the defined strengths and weaknesses of UPJŠ, on the basis of which the steps of the Action Plan were formulated and the Action Plan document itself was prepared.

The purpose of the implementation strategy is to successfully implement the planned steps of the Action Plan and the proposals in the OTM-R form, through which the identified shortcomings will be eliminated at the university and the strengths and weaknesses of UPJŠ will be addressed.

The implementation of the Action Plan and its monitoring will be ensured at several levels, taking into account the organizational structure of the university and the content of the planned steps of the Action Plan. The implementation will be managed as a project. A project team, an implementation commission, expert commissions and working groups have been set up to manage it. At the same time, we prepared a Gantt chart and identified the competencies, timing of activities and tasks, specified target groups and communication with them, as well as the financial and organizational support of activities and dissemination. The individual activities of the action plan are divided into several working packages, which will be assigned to the responsible persons from the expert commissions.

Project management of the implementation

Project team

project manager: Vice-Rector for International Relations and Mobility,
financial manager: Bursar,
administrator: employee of the Rectorate.

Implementation Commission

The members of the Implementation Commission are responsible for the implementation of the Action Plan at the levels of university management and heads of university workplaces. They deal with the time-, administrative- and financial management following the instructions of the project team and provide a so-called top-down monitoring of the implemented processes.

Expert Commissions

The members of the expert commissions manage the process of implementation of the Action Plan in those specific areas that require special attention or a special approach regarding the specifics of a university workplace. The members of the expert commissions will be appointed by the Implementation Commission. Experts on a given issue are nominated to the commissions, as well as employees of the key/affected university workplaces, thus ensuring the so-called bottom-up monitoring of implemented processes. The number of the expert commissions is not limited

and depends on the nature of the risks that arise during the implementation and management of the Action Plan and also on the related tasks.

Working groups at university workplaces

The members of working groups are nominated either by the implementation commission or by an expert commissions. Their task is to implement and adapt the processes at the level of the individual university workplaces, to monitor and regular submit progress reports to the implementation commission, or to an expert commission.

One of the expert commissions, called "**Expert Commission of Young R1&R2 Scientists** ", will be composed of young scientists (R1 and R2) in order to provide feedback from those researchers, who are at the beginning of their scientific careers and will also be an important communicator of HRS4R ideas and procedures towards young, new, novice scientists.

An essential expert commission will also be the "**Expert Commission for the Evaluation of Satisfaction with the Implemented Policy**", the task of which will be to provide feedback on the satisfaction of researchers at UPJŠ with the progress of the implementation of the action plan.

The establishment of the "**Expert Commission for Policy and Strategy Development at UPJŠ**" is also taken into account, whose task will be to propose the incorporation of the results of the action plan into the university strategy and to suggest how to use the results of the action plan in policies and process management. The expert commissions will cooperate with the implementation commission, which proposes the members of the expert groups.

Competence framework for the commissions and groups

Implementation Commission

Activities of the commission:

- Tracking the time frame of the activities,
- Monitoring the action plan indicators of the activities,
- Monitoring the fulfillment of the objectives of the action plan,
- Evaluating the time management of the activities,
- Evaluating the content fulfillment of the activities,
- Evaluating the impact of the activities on stakeholders,
- Evaluating the satisfaction with the implemented policy,
- Establishing expert commissions and working groups and coordinating/monitoring their activities.

Expert Commission for the Evaluation of Satisfaction with the Implemented Policy

Activities of the commission:

- Survey design,
- Data collection,
- Survey evaluation.

Expert Commission for Policy and Strategy Development at UPJŠ

Activities of the commission:

- Incorporating the results of the Action Plan into the university's strategy
- Exploiting the results of the Action Plan in policies and process management

Expert Commission of Young R1&R2 Scientists

Activities of the commission:

- Providing feedback on the management of the Action Plan implementation process and its individual activities
- Informing R1 and R2 researchers about the progress of HRS4R implementation

Principle of staffing the commissions and groups

In addition to the professional contribution, the composition of commissions and working groups will take into account gender balance, as well as the equal involvement of researchers at all levels (R1 to R4). The members of the implementation commission are nominated and appointed by the Rector of UPJŠ immediately after the approval of the university's application, the members of the expert groups are nominated by the implementation committee and appointed by the chairman of the implementation commission. The first expert groups will also be set up immediately after the HR Award granting, so that the university can ensure that the implementation phase is launched as soon as possible.

To achieve the set goals the university is ready to cooperate with external organizations in order to ensure the sustainability and quality of applied processes.

Monitoring the implementation of the Action Plan

The implementation of HRS4R at UPJŠ is managed as a project, which is managed by the project team, and all its steps and activities are approved by the implementation commission. The time and organizational management of the project is monitored by the project team and the implementation commission through a Gantt chart divided into months. The leaders of the working groups regularly prepare reports for the implementation commission, in which they summarize the achieved results, complications and proposals for solving the possible problems. Progress will be monitored regularly, monthly in the first months, and quarterly thereafter. The project team will be in charge of monitoring and collecting data from the reports. The proposals for problem solving will be prepared in cooperation with the leaders of the working groups. In case of serious or specific problems the Implementation Commission will set up an expert commission, which will propose an appropriate method for solving the problem with the help of experts. The Implementation Commission and the expert commissions established by it will regularly monitor the achievement of the partial targets and the proposals of target groups and stakeholders for possible changes in the Action Plan following a timetable that is introduced in advance.

The objectives and measurable indicators of the Action Plan activities

An important part of the implementation of the Action Plan will be the continuous evaluation of the fulfillment of the activities and tasks of the Action Plan and the fulfillment of the targets through the indicators. For each Action Plan activity the objectives and the measurable indicators are clearly defined that the project team and commissions can monitor and evaluate.

Proposed ACTIONS	Indicator(s) / Target(s)
1. workshop concentrating on research ethics and publishing results	I: a conducted workshop T: raising awareness of the topic and providing information in the field of research ethics and publishing results
2. elaboration of the internal regulation: "Principles of good practice in scientific publishing"	I: an approved internal document at UPJŠ: "Principles of good practice in scientific publishing" T1: providing information in the field of research ethics and publishing results T2: unification of the procedure for publishing outputs
3. presenting information in the field of Open Access	I1: a detailed scheme of activities concentrating on providing information about Open Access I2: activities carried out based on the scheme of informing activities concentrating on providing information about Open Access T1: providing information about research ethics and publishing results T2: unification of the procedure for publishing outputs
4. anti-plagiarism system	I: implemented anti-plagiarism system T1: to improve the quality of the researchers' publications T2: to guarantee the adherence to the ethical principles of research and publication of results
5. workshop in the field of intellectual property protection	I: a conducted workshop in the field of intellectual property protection T: providing information about intellectual property protection
6. workshop in the field of technology transfer	I: a conducted workshop in the field of technology transfer T: providing information about technology transfer
7. Elaboration of standards for the evaluation of a creative activity	I: approved standards for the evaluation of a creative activity T1: raise awareness among researchers T2: improve the working conditions of researchers at UPJŠ T3: improve the quality of research and research environment at UPJŠ T4: improve transparency and openness
8. refining the rules on the protection of intellectual property and technology transfer	I: approved package of internal documents of UPJŠ regarding the protection of intellectual property and technology transfer T1: provide information from the field of knowledge transfer T2: clarification of the knowledge transfer process
9. education in the field of technology transfer	I1: an educational module in the field of technology transfer I2: providing education in the field of technology transfer T: increase the researchers' awareness of technology transfer
10. elaboration of the internal regulation: "Methodology of financial management of projects"	I: an approved internal document of UPJŠ: "Methodology of financial management of projects" T: increase the researchers' knowledge
11. extending counselling in the field of IT security	I: providing counselling in the field of IT security T1: improve the availability of professional counselling/support in the field of IT security T2: improve the security and quality of protection of data and information produced in the framework of scientific research
12. workshops in the field of IT security and personal data protection	I: a conducted workshop in the field of IT security and personal data protection T1: increase the literacy of researchers in the field of IT security T2: improve the security and quality of protection of data and information produced in the framework of scientific research T3: increase the researchers' awareness of personal data protection
13. rules for the application of state support	I: an approved internal document of UPJŠ: "Rules for the application of state support " T1: providing information from the field of application of state support T2: unification of the procedure in the field of state support
14. intensifying the propagation of research results and research infrastructure	I1: a detailed scheme of promotional activities I2: conducting promotional activities T: propagation of research results and research infrastructure
15. elaboration of the strategy in the field of Open Access	I: a detailed strategy in the field of Open Access T1: increasing transparency and openness T2: unification of the process of publishing results
16. intensifying public engagement	I1: a scheme of activities concentrating on public engagement I2: „citizen science“ activities I3: participation in events T1: propagation of research results T2: work with the public
17. welcome package for the new researchers at UPJŠ in Slovak	I: a welcome package of information for the new researchers at UPJŠ T1: raise awareness among researchers T2: improve the working conditions of researchers at UPJŠ

Proposed ACTIONS	Indicator(s) / Target(s)
18. improving the bilingual environment at UPJŠ	I1: bilingual signs, boards, and labels at UPJŠ I2: bilingual website of the university I3: bilingual advertising, incl. job advertising I4: to prepare an internationalization strategy T1: raise awareness among researchers T2: improve the working conditions of researchers at UPJŠ T3: developed internationalization strategy, which also includes bilingual environment
19. translation of the relevant internal regulations into English	I1: key internal regulations in English I2: OTM-R policy documents and manuals in English I3: to prepare an internationalization strategy T1: raise awareness among researchers T2: improve the working conditions of (foreign) researchers at UPJŠ T3: developed internationalization strategy, which also includes bilingual environment
20. welcome package for the new researchers at UPJŠ in English	I1: a welcome package for the new researchers at UPJŠ in English I2: to prepare an internationalization strategy, which also includes the bilingual nature of the environment T1: raise awareness among researchers T2: improve the working conditions of foreign researchers at UPJŠ T3: elaboration of an internationalization strategy, which also includes the bilingual nature of the environment
21. supporting scientists in reconciling work and family life	I1: kindergarten for the children of students and staff I2: a special scheme within the university's internal grant system aimed at scientists at UPJŠ, who return after a parental leave T1: improve the working conditions of researchers at UPJŠ T2: reconciling work and family life T3: supporting scientists returning to work after a parental leave.
22. analysis of the criteria for performance evaluation and remuneration at the individual workplaces of UPJŠ	I: a detailed analysis of the criteria for performance evaluation and remuneration at the individual workplaces of UPJŠ T1: raise awareness among researchers T2: improve the working conditions of researchers at UPJŠ
23. elaboration of the criteria for performance evaluation and remuneration at UPJŠ	I: elaborated criteria for performance evaluation and remuneration at UPJŠ and at the individual workplaces of UPJŠ T1: improve the working conditions of researchers at UPJŠ T2: improve openness and transparency
24. preparing a set of recommendations in the field of recruitment, selection of employees and job advertising in accordance with OTM-R	I1: a prepared set of recommendations in the field of recruitment and selection of employees I2: introducing the use of the EURAXESS platform I3: publication of OTM -R policy on the website I4: a prepared set of recommendations in the field of job advertising T1: establishing open, transparent and fair recruitment and selection T2: improve transparency T3: ensuring and taking into account gender balanced recruitment and selection T4: ensuring gender balance in selection committees
25. revision of the criteria and procedure for the recruitment of employees	I1: revision of the criteria for the selection recruitment of employees, I2: publication of OTM -R policy T1: accepting variations in the chronological order of CVs as criteria for the recruitment of employees T2: recognition of mobility at a top workplace abroad as criteria for the selection recruitment of employees
26. revision of the criteria and procedure for the selection of employees	I1: revision of the criteria for the selection and recruitment of employees, I2: publication of OTM -R policy T1: accepting variations in the chronological order of CVs as criteria for the selection of employees, T2: recognition of mobility at a top workplace abroad as criteria for the selection of employees T3: accepting gender balance as criteria for the selection of employees
27. training for HR (human resources) staff in the field of recruitment and selection of employees in accordance with OTM-R	I: conducted trainings for HR (human resources) staff in the field of recruitment and selection of employees T1: establishing open, transparent and fair recruitment and selection T2: improve transparency T3: ensuring and taking into account gender balance T4: ensuring gender balance in selection committees
28. criteria and system for funding, recruitment, and propagation of postdoctoral positions	I: an approved internal document of UPJŠ in the field of criteria, funding, recruitment, and propagation of postdoctoral positions T1: sharing information about postdoctoral positions T2: unification of processes in the field of state support
29. counselling in the field of career development	I: institutionalising the career development of researchers T1: providing information in the field of career development T2: career counselling for scientists after parental leave

Proposed ACTIONS	Indicator(s) / Target(s)
30. workshop in the field of career development	I: a conducted workshop T1: providing information in the field of career development T2: providing information for managers and employees focused on the career development of early stage researchers (R1, R2) and researchers in specific situations - coming from the industry, coming from abroad, scientists returning to work after a parental leave.
31. update of the regulation on the extent of direct teaching and inclusion of pedagogical performance at UPJŠ	I: updated regulation on the extent of direct teaching and inclusion of pedagogical performance at UPJŠ T1: improve the working conditions of researchers at UPJŠ T2: improve openness and transparency
32. describing the complaint submission process for the employees	I1: a manual to the complaint submission process for the employees I2: infographics about the complaint submission process for the employees T1: improve the working conditions of researchers at UPJŠ T2: improve transparency
33. ombudsman	I1: an elaboration of the mission of the ombudsman at UPJŠ I2: institutionalising the position of ombudsman at UPJŠ T1: improve the working conditions of researchers at UPJŠ T2: improve transparency T3: to maintain a tolerant environment, ensure interculturality and improve gender balance.
34. workshop in the field of mentoring	I: a conducted workshop T: introducing and informing about mentoring
35. counselling and training for R3 and R4 in the field of mentoring	I: a system of counselling for experienced researchers (future mentors) T: informing and training future mentors
36. institutionalisation of mentoring at UPJŠ	I: an institutionalised system of mentoring at UPJŠ T: institutionalisation of mentoring at UPJŠ
37. workshop in the field of team management – leadership (R2, R3, R4)	I: a conducted workshop T: providing information on team management
38. creation of a managerial skills module for researchers (target group – experienced scientists R3, R4)	I1: an elaborated educational module on managerial skills for researchers I2: conducted classes T1: raise awareness among researchers T2: increase and improve the managerial competencies of R3 and R4 researchers T3: improve the working conditions of researchers at UPJŠ
39. workshop in the field of project management for young researchers (R1, R2)	I: a conducted workshop T1: including researchers (R1, R2) in project management T2: providing information about project management
40. education in the field of project management for young researchers (R1, R2)	I: education in the field of project management T: increase the competences of young researchers in the field of project management

Evaluation of the implementation via feedback

An important source for the evaluation of implementation will also be the feedback from the employees in the form of feedback workshops, which will have the form of focus groups, and in which the qualitative change at UPJŠ will be evaluated from the perspective of the fulfillment of the individual principles. The second form of feedback will be a questionnaire survey among the researchers at UPJŠ in a similar form as the survey in the initialization phase was conducted.

Project time management

The action plan was developed for a period of 24 months broken down into quarters from 4Q 2021 to 3Q 2023. After this period, the Implementation Commission will provide an interim evaluation of the plan and, based on the submitted proposals and comments, modify its original wording and

adapt it to the current needs of the university. Following the elaboration of the modified Action Plan, its implementation for a period of 36 months follows.

Proposed ACTIONS		Timing (Q)	Timing (Y)
1.	workshop concentrating on research ethics and publishing results	4Q	2021
2.	elaboration of the internal regulation: "Principles of good practice in scientific publishing"	4Q	2021
3.	extending counselling in the field of IT security	4Q	2021
4.	welcome package for the new researchers at UPJŠ in Slovak	4Q	2021
5.	criteria and system for funding, recruitment, and propagation of postdoctoral positions	4Q	2021
6.	workshop in the field of mentoring	4Q	2021
7.	workshop in the field of project management for young researchers (R1, R2)	4Q	2021
8.	update of the regulation on the extent of direct teaching and inclusion of pedagogical performance at UPJŠ	1Q	2022
9.	anti-plagiarism system	2Q	2022
10.	elaboration of the internal regulation: "Methodology of financial management of projects"	2Q	2022
11.	workshops in the field of IT security and personal data protection	2Q	2022
12.	improving the bilingual environment at UPJŠ	2Q	2022
13.	analysis of the criteria for performance evaluation and remuneration at the individual workplaces of UPJŠ	2Q	2022
14.	preparing a set of recommendations in the field of recruitment, selection of employees and job advertising in accordance with OTM-R	2Q	2022
15.	training for HR (human resources) staff in the field of recruitment and selection of employees in accordance with OTM-R	2Q	2022
16.	workshop in the field of career development	2Q	2022
17.	describing the complaint submission process for the employees	2Q	2022
18.	counselling and training for R3 and R4 in the field of mentoring	2Q	2022
19.	workshop in the field of team management – leadership (R2, R3, R4)	2Q	2022
20.	education in the field of project management for young researchers (R1, R2)	2Q	2022
21.	presenting information in the field of Open Access	4Q	2022
22.	workshop in the field of intellectual property protection	4Q	2022
23.	workshop in the field of technology transfer	4Q	2022
24.	Elaboration of standards for the evaluation of a creative activity	4Q	2022
25.	rules for the application of state support	4Q	2022
26.	intensifying the propagation of research results and research infrastructure	4Q	2022
27.	intensifying public engagement	4Q	2022
28.	counselling in the field of career development	4Q	2022
29.	refining the rules on the protection of intellectual property and technology transfer	1Q	2023
30.	education in the field of technology transfer	1Q	2023
31.	elaboration of the strategy in the field of Open Access	1Q	2023
32.	translation of the relevant internal regulations into English	1Q	2023
33.	welcome package for the new researchers at UPJŠ in English	1Q	2023
34.	elaboration of the criteria for performance evaluation and remuneration at UPJŠ	1Q	2023
35.	revision of the criteria and procedure for the recruitment of employees	1Q	2023
36.	revision of the criteria and procedure for the selection of employees	1Q	2023
37.	institutionalisation of mentoring at UPJŠ	1Q	2023
38.	creation of a managerial skills module for researchers (target group – experienced scientists R3, R4)	1Q	2023
39.	supporting scientists in reconciling work and family life	2Q	2023
40.	ombudsman	2Q	2023

Transparency and openness of the implementation process

The academic community will be regularly informed about the implementation of the Action Plan via the web, intranet, e-mail, at meetings of the Rector's Council, at meetings of the UPJŠ Academic Senate, at meetings of the UPJŠ Board of Trustees, UPJŠ Scientific Board, at discussions with R1, R2, R3, R4, with the representatives of student associations, and via informal discussions and workshops.

UPJŠ plans to engage in the exchange of experiences with other institutions in the Slovak Republic and abroad, which have already obtained the HR excellence award and are in various stages of implementation, focusing on good examples of practice.

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