

TEMPLATE 4: ACTION PLAN

Case number: 2020SK487161

Name Organisation under review: Pavol Jozef Šafárik University in Košice (UPJŠ)

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1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	1134
Of whom are international (i.e. foreign nationality)	15
Of whom are externally funded (i.e. for whom the organisation is host organisation)	12
Of whom are women	424
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	340
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	369
Of whom are stage R1 = in most organisations corresponding with doctoral level	425
Total number of students (if relevant)	6735
Total number of staff (including management, administrative, teaching and research staff)	1542
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	
Annual organisational direct government funding (designated for research)	
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	
Annual funding from private, non-government sources, designated for research	
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
The university is one of the significant and recognized educational and scientific institutions in Slovakia. It is a research university at which internationally recognized scientific research is carried out, which is competitive in the domestic and also in a foreign research environment. The university is part of the European Research Area, it implements international scientific projects, and participates in European research consortia. At present, it has 5 faculties: medicine, science, law, public administration, and arts, which prepare doctors, experts in science, mathematics and computer science, teachers, lawyers, experts in public administration, languages, history, mass media, philosophy, psychology, or social work.	

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 (1-11)	<p>The principles were covered by questions 6-23, 31, 50 in the questionnaire.</p> <p>Strengths: Freedom of research is very well established and adhered to at UPJŠ, employees have the freedom to come up with their own research topics and methodologies. The research topics reflect the specialization of the individual research teams and are in accordance with the principles and goals of the organization. The researchers feel that they are sufficiently familiar with the university's strategic objectives, and they adhere to the ethical principles in their research and publishing activities. They also claim that the ethical principles are adapted to a satisfactory level at the university. The researchers are involved in popularizing and disseminating their scientific results. The employees are interested in IT security. The Technology and Innovation Park (TIP) UPJŠ has been established at the university, which includes the Center for Technology Transfer.</p> <p>Weaknesses: Insufficient level of knowledge regarding the ethics of research and publication of results, lower awareness of employees in the field of intellectual property rights, copyright, possibilities of support and cooperation in the field of intellectual property protection, as well as possibilities/support in commercialization of parts of academic research, technology transfer. Insufficient level of knowledge regarding the existing regulations in the field of personal data protection. Missing rules for the application of state support. Insufficient promotion of research infrastructure and possibilities of using Open Access. Low level of bilingualism and bilingual environment at UPJŠ. The evaluation of professional performance is transparent and objective at the university, but in the given area there are no uniform criteria for the evaluation of performance and remuneration of employees.</p>
Recruitment and selection (12-21)	<p>The principles were covered by questions 54-60 in the questionnaire.</p> <p>Strengths: In order to fill the positions of researcher at UPJŠ, the commissions apply in the process of their decision making the criteria that are given by the internal regulations. The course and evaluation of the selection procedure is clear and predictable thanks to the internal regulations. In the long-term strategy of UPJŠ staff mobility is one of the objectives in the field of development of employees and the international</p>

	<p>orientation of education, research, and university. There is no discrimination on the basis of seniority, the institute of the emeritus professor has been established for researchers, who have achieved top results in science, and are currently in retirement, and this institute has been actively applied. The university supports the opening of postdoctoral positions, and annually fills several positions from the university's own resources. This support is also part of the strategic goals of development and the long-term strategy of UPJŠ.</p> <p><u>Weaknesses:</u> Incompletely implemented standards in the field of recruitment. The procedures for the recruitment and selection of candidates are not formalized according to the principles of the OTM-R. The rules for admission and career development are not completely comparable with international practices. Lack of training of members of selection committees. There is no feedback about the strengths and weaknesses of the candidate after the selection procedure. The recognition of mobility experience is not formalized, and its assessment is up to the specific selection committee. The promotion of vacancies on foreign portals or by EURAXESS is not used. The university does not have the possibility of systemic financing of postdoctoral students. Missing specification of the criteria for recruitment and selection of postdoctoral applicants.</p>
<p>Working conditions (22-35)</p>	<p>The principles were covered in the questionnaire by questions 29, 30, 32-42, 44-47, 49-53.</p> <p><u>Strengths:</u> The working conditions meet the expectations of employees regarding flexible working hours, part-time work, parental leave for both women and men, remote work, home-office, and sabbatical. They are ensured by national as well as by internal legislation. Several workplaces at UPJŠ are equipped with state-of-the-art infrastructure, science parks have been built, especially from EU structural funds. A Center for Technology Transfer has been established at the university, which oversees the protection of industrial property. At UPJŠ, the possibilities of stabilizing the job positions of employees are fully utilized. The principles of gender equality are formalized and adhered to at UPJŠ. The employees are motivated and supported in implementing mobilities and internships abroad at top foreign universities and research institutes, so that upon their return they pass on their experience and increase the level of research. These objectives are also part of the university's long-term strategy. UPJŠ employees are encouraged to act as representatives in its decision-making bodies. The representatives of all scientific categories (R1-R4) can participate in the decision-making processes at the university.</p> <p><u>Weaknesses:</u> The university workplaces are not evenly equipped with research infrastructure, which is influenced by the quality of research and the financial support of research at the individual workplaces of the university, by the insufficient success in obtaining grants, and partially by the insufficient knowledge of employees about research equipment.</p>

	<p>The field of authorship, co-authorship and ethics of scientific publishing is not sufficiently outlined. Career development strategy is not adopted at UPJŠ and at its workplaces. Career guidance is informal and insufficient in all workplaces. When comparing the university workplaces, there is an uneven burden on employees in the field of teaching. There are no rules and regulations for managing complaints, appeals and conflicts. The position of a mediator or ombudsman is missing.</p>
<p>Training and development (36-40)</p>	<p>The principles were covered in the questionnaire by the questions: 24-28, 43, 48</p> <p><u>Strengths:</u> The issue of relations with supervisors is formalized by internal regulations. For doctoral students (R1) an intensive workshop is held by the university at the beginning of their employment as researchers, and a Spring School of Doctoral Students in the form of a multi-day workshop is also organised annually by the university. The employees have many opportunities for further education. The university has established the Lifelong Learning Centre and Projects Support office, which focuses on the further education of R1-R4 employees. The employees are supported in their further education.</p> <p><u>Weaknesses:</u> The area of supervision and managerial skills is not formalized at UPJŠ. There is a lack of mentoring schemes, and the institutionalization of mentoring is also absent.</p>

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:

SK: <https://www.upjs.sk/univerzita/hrs4r/>

EN: <https://www.upjs.sk/en/university/hrs4r/>

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:

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)		Responsible Unit	Indicator(s) / Target(s)
1. workshop concentrating on research ethics and publishing results	2. Ethical principles	4Q	2021	Vice-Rector for Science, Research, and the PhD. Study	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"	2. Ethical principles	4Q	2021	Vice-Rector for Science, Research, and the PhD. Study	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	2. Ethical principles 8. Dissemination, exploitation of results	4Q	2022	Vice-Rector for Science, Research, and the PhD. Study, Vice-Rector for International Relations and Mobility Head of the University Library	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	3. Professional responsibility	2Q	2022	Vice-Rector for Science, Research, and the PhD. Study Vice-Rector for Informatisation and Quality Management	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	5. Contractual and legal obligations 31. Intellectual Property Rights	4Q	2022	Chairman of the UPJŠ Academic Senate	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	5. Contractual and legal obligations	4Q	2022	Chairman of the UPJŠ Academic Senate	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	5. Contractual and legal obligations 11. Evaluation/appraisal systems	4Q	2022	Vice-Rector for Science, Research, and the PhD. Study	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	5. Contractual and legal obligations 31. Intellectual Property Rights	1Q	2023	Chairman of the UPJŠ Academic Senate Operations Director of Technology and Innovation Park UPJŠ	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

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semest er)		Responsible Unit	Indicator(s) / Target(s)
					T2: clarification of the knowledge transfer process
9. education in the field of technology transfer	5. Contractual and legal obligations 31. Intellectual Property Rights	1Q	2023	Chairman of the UPJŠ Academic Senate Managing Director of Technology and Innovation Park UPJŠ	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"	6. Accountability	2Q	2022	Head of the Lifelong Learning Centre and Projects Support	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	7. Good practice in research	4Q	2021	Vice-Rector for Informatisation and Quality Management Head of the Centre of Information and Communication Technologies	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	7. Good practice in research	2Q	2022	Vice-Rector for Informatisation and Quality Management Head of the Centre of Information and Communication Technologies	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	8. Dissemination, exploitation of results	4Q	2022	Managing Director of Technology and Innovation Park UPJŠ Operations Director of Technology and Innovation Park UPJŠ	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	8. Dissemination, exploitation of results 23. Research environment	4Q	2022	Vice-Rector for Marketing and Public Relations	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	8. Dissemination, exploitation of results	1Q	2023	Vice-Rector for Science, Research, and the PhD. Study, Vice-Rector for International Relations and Mobility Head of the University Library	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	9. Public	4Q	2022	Vice-Rector for	I1: a scheme of activities concentrating

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)		Responsible Unit	Indicator(s) / Target(s)
	engagement			International Relations and Mobility Vice-Rector for Marketing and Public Relations	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	10. Non discrimination	4Q	2021	Vice-Rector for International Relations and Mobility	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
18. improving the bilingual environment at UPJŠ	10. Non discrimination	2Q	2022	Vice-Rector for International Relations and Mobility	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	10. Non discrimination	1Q	2023	Vice-Rector for International Relations and Mobility	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	10. Non discrimination	1Q	2023	Vice-Rector for International Relations and Mobility	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	10. Non discrimination 24. Working conditions 27. Gender	2Q	2023	Bursar	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

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semest er)		Responsible Unit	Indicator(s) / Target(s)
	balance				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	11. Evaluation/ appraisal systems	2Q	2022	Bursar	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	11. Evaluation/ appraisal systems	1Q	2023	Bursar	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	13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 17., 18. 27. Gender balance	2Q	2022	Head of the Department of Organizational Activities and Human Resources	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	13. Recruitment (Code) 15. Transparency (Code)	1Q	2023	Head of the Department of Organizational Activities and Human Resources	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	13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 27. Gender balance	1Q	2023	Head of the Department of Organizational Activities and Human Resources	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

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semest er)		Responsible Unit	Indicator(s) / Target(s)
					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	14. Selection (Code) 27. Gender balance	2Q	2022	Head of the Department of Organizational Activities and Human Resources	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	21. Postdoctoral appointments (Code)	4Q	2021	Vice-Rector for Science, Research, and the PhD. Study	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	27. Gender balance 28. Career development 30. Access to career advice	4Q	2022	Vice-Rector for International Relations and Mobility Vice-Rector for Science, Research, and the PhD. Study	I: institutionalising the career development of researchers T1: providing information in the field of career development T2: career counselling for scientists after parental leave
30. workshop in the field of career development	27. Gender balance 30. Access to career advice	2Q	2022	Vice-Rector for International Relations and Mobility Vice-Rector for Science, Research, and the PhD. Study	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	33. Teaching	1Q	2022	Vice-Rector for Higher Education, Academic Traditions and Ceremonies	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	34. Complains/ appeals	2Q	2022	Head of the University Counselling Center Head of the Department of Organizational Activities and Human Resources	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	27. Gender balance	2Q	2023	Head of the University Counselling Center	I1: an elaboration of the mission of the ombudsman at UPJŠ

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semest er)		Responsible Unit	Indicator(s) / Target(s)
	34. Complain/ appeals			Head of the Department of Organizational Activities and Human Resources	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	36. Relation with supervisors 37. Supervision and managerial duties	4Q	2021	Vice-Rector for International Relations and Mobility Vice-Rector for Science, Research, and the PhD. Study	I: a conducted workshop T: introducing and informing about mentoring
35. counselling and training for R3 and R4 in the field of mentoring	36. Relation with supervisors 37. Supervision and managerial duties	2Q	2022	Vice-Rector for International Relations and Mobility Vice-Rector for Science, Research, and the PhD. Study	I: a system of counselling for experienced researchers (future mentors) T: informing and training future mentors
36. institutionalisation of mentoring at UPJŠ	36. Relation with supervisors 37. Supervision and managerial duties	1Q	2023	Vice-Rector for International Relations and Mobility Vice-Rector for Science, Research, and the PhD. Study Bursar	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)	37. Supervision and managerial duties 40. Supervision	2Q	2022	Vice-Rector for International Relations and Mobility Bursar	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)	37. Supervision and managerial duties	1Q	2023	Vice-Rector for International Relations and Mobility Head of the Lifelong Learning Centre and Projects Support	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)	38. Continuing Professional Development	4Q	2021	Vice-Rector for International Relations and Mobility Vice-Rector for Science, Research, and the PhD. Study	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)	38. Continuing Professional Development 39. Access to research training and continuous development	2Q	2022	Vice-Rector for International Relations and Mobility Head of the Lifelong Learning Centre and Projects Support	I: education in the field of project management T: increase the competences of young researchers in the field of project management

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.

UPJŠ performed a thorough analysis of national legislation, all internal documents, as well as the established recruitment processes and conditions for the selection of candidates in the context of OTM-R. The analysis revealed several shortcomings in the application of the OTM-R principles. The following steps are suggested to eliminate them:

- Formalize the OTM-R policy. Create a set of recommendations that contains procedures for all types of positions. (Proposed step in the Action Plan: 24 preparing a set of recommendations in the field of recruitment and selection of employees in accordance with OTM-R).
- After formalization, publish the OTM-R policy at UPJŠ on its website in Slovak and English.
- Provide training for the HR staff in the field of recruitment and selection in accordance with OTM-R (Proposed step in the Action Plan: 27 training for HR (human resources) staff in the field of recruitment and selection of employees in accordance with OTM-R).
- Promote an increased degree of digitalisation in case of selection procedures. Amend the internal regulations concerning the conditions of selection procedures at UPJŠ, and specify the conditions of selection processes by electronic means of communication or only online. Create technical conditions at the university for the implementation of online selections. Amend the internal regulations concerning the documentation of selection procedures so as to enable the electronic form of submission and processing of documents for selection, including their archiving, and set rules in the area of authorized signatures, protection of documents, and technology.
- Introduce a control system to ensure the implementation of OTM-R. (Proposed step in the Action Plan: 24 preparing a set of recommendations in the field of recruitment and selection of employees in accordance with OTM-R).
- Follow the trends in OTM-R policy abroad and adopt proposals for alignment.
- Support the development of communication and the use of the EURAXESS platform within the university.
- Finish the negotiations already under way with SAIA so that UPJŠ becomes its EURAXESS contact point. (Proposed step in the Action Plan: 24 preparing a set of recommendations in the field of recruitment and selection of employees in accordance with OTM-R). Define activities and responsibilities in the field of this support, and add them to the agenda of the Office for Scientific Research at the Rectorate of UPJŠ. Amend the organizational rules of the Rectorate.
- Support the intensification of announcements of vacancies in scientific research via various platforms. Adopt rules for levels and forms of publication according to the characteristics of vacancies.
- Provide feedback to all applicants without prior request. (Proposed actions in the Action Plan: 24 preparing a set of recommendations in the field of recruitment and selection of employees in accordance with OTM-R and 26 revision of the criteria and procedure for the selection of employees).
- Prepare a set of recommendations in the field of recruitment and selection of employees in accordance with OTM-R (Proposed step 24 in 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:

URL:

4. IMPLEMENTATION

General overview of the expected implementation process:

The implementation of the action plan (AP) and its monitoring will be ensured at several levels, considering the organizational structure of the university and the character of the planned steps of the AP. The strategy in its initial phase was implemented and handled as a project at UPJŠ with all its project attributes, and the following phase –implementation – will be managed similarly. A project team, an implementation commission, expert commissions and working groups have been set up to manage it. We developed a Gantt chart and specified competencies, timing of activities, identified target groups and methods of communication with them, as well as financial and organizational support of activities and dissemination. The individual activities of the AP are divided into several working packages, which will be assigned to the responsible persons from the expert commissions.

Project team: project manager -Vice-Rector for International Relations and Mobility, financial manager – Bursar, coordinator –employee of the Rectorate.

Implementation Commission (IC): the members of the IC are responsible for the implementation of the AP 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 implemented processes.

Expert Commissions (EC): the members of EC manage the process of implementation of the AP in those specific areas that require special attention or a special approach regarding the specifics of a university workplace. The members of the EC will be appointed by the IC based on their expertise, as well as affiliation to the university workplaces, thus ensuring the so-called bottom-up monitoring of implemented processes.

Working groups at university workplaces (WP): the members of WGs are nominated either by the IC or by an EC. Their task is to implement the processes at the level of the individual university workplaces, monitoring and regular submission of progress reports to the IC, or to an EC.

One of the expert groups will be a group of young scientists (R1 and R2) in order to provide feedback from those researchers, who are at the beginning of their scientific career and will also be an important communicator of HRS4R ideas and practices towards young, new, novice scientists.

In the composition of commissions and working groups we will carefully consider not only the professional contribution of the members but also the gender balance, as well as the equal involvement of researchers from all levels (R1 to R4).

The AP was planned for a period of 24 months broken down into quartiles from 4Q 2021 to 3Q 2023. After this period, the IC will ensure an interim evaluation of the plan and, based on the submitted proposals and comments, modify its original structure, and adapt it to the current needs at the university. The elaboration of the modified AP is followed by its implementation for a period of 36 months.

An important part of the implementation of the action plan will be the continuous evaluation of the

fulfilment of the activities and tasks of the action plan and the fulfilment of the objectives through the indicators. For each action plan activity objectives and measurable indicators are clearly defined that the project team and commissions can monitor and evaluate.

In addition, an important source of the evaluation of implementation will be the feedback from the employees in the form of feedback workshops, which will have the composition of focus groups, and which will evaluate the qualitative changes at UPJŠ in the implementation of the individual principles. The second form of feedback will be a questionnaire survey among researchers at UPJŠ in a similar form as the survey in the initialization phase was conducted.

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

The above introduced steps aim to achieve the following goals:

A / Development of researchers' competencies:

- raise awareness,
- improve managerial competencies,
- improve the working conditions.

Currently, the trend is to describe the roles of managers not only as managers, but also as leaders, mentors, and coaches. These modern, new competencies changed the attitude of new researchers, and they expect from their leaders to act as coaches and mentors.

B / Unification of information, documents, and regulations:

- raise awareness among researchers,

By the process of unification, the researchers gain equal access to information and documents. The information package both in Slovak and English for researchers, as well as the training for researchers, ensure equal access to the same information and simplifies the adaptation process for new employees-

C / Development and improvement of working conditions:

- raise the awareness of researchers in areas such as knowledge transfer, copyright, various current social issues,
- create a basis for career management for staff and PhD students,
- create a platform for counselling,
- improve the working conditions for researchers.

The unification of procedures also apply to areas such as resolving appeals and questions of ethical issues, knowledge transfer, copyright, complaint handling, evaluation of researchers, their recruitment or selection. The university wants to improve the working conditions for researchers by looking for opportunities for further development in areas such as salary conditions, administrative burden, reconciliation of family and career, support for employees with specific needs, and the position of postdocs. When developing working conditions, we also think of researchers who come from the industry, from abroad, after a parental leave and need time and an individual approach to integrate into the research environment at the university. The intention is to create a pleasant non-discriminatory and tolerant working environment.

D) Implementation of a human resources management strategy focused on the principles of Open, Transparent and Fair Recruitment:

- improve the recruitment and selection of employees,
- increase transparency and openness,

- create space for researchers from abroad.

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
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p>The Implementation Commission of the university and the project team will be responsible for the implementation of the action plan. The members of the Implementation Commission are from the positions of university management and management of key university sections / workplaces taking into account the involvement of all career levels of researchers (R1-R4) and gender balance. The implementation of procedures within HRS4R will be monitored and presented regularly at the meetings of the university management and the extended Rector's Council. The Implementation Commission will be responsible for the overall management and monitoring of the defined activities and processes, as well as for modifying the plan if necessary.</p> <p>An important part of the implementation of the action plan will be the continuous evaluation of the fulfilment of the activities and tasks of the action plan and the fulfilment of objectives through the indicators. For each action plan activity the objectives and measurable indicators are clearly defined that the project team and commissions can monitor and evaluate.</p> <p>In addition, an important source of evaluation of implementation will be the feedback from the employees in the form of feedback workshops, which will have the form of focus groups, and which will evaluate the qualitative change at UPJŠ in the implementation 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.</p> <p>The academic community will be regularly informed about the implementation of the action plan via the web, intranet, e-mail, at the meetings of the Rector's Board, the Academic Senate, the Board of Trustees, the Scientific Board, at discussions with R1, R2, R3, R4, and via the representatives of student associations, and informal discussions/workshops.</p> <p>The Expert Commissions will be responsible for the processes of implementation of the action plan in terms of specific areas that require special attention or a special approach regarding the specifics of the individual university workplaces. The members of the Expert</p>

	<p>Commissions are nominated by the Implementation Commission. The Expert Commissions report their findings to the Implementation Commission and manage any problems and shortcomings together.</p> <p>One of the expert groups will be a group of young scientists (R1 and R2) in order to provide feedback from those researchers, who are at the beginning of their scientific career and will also be an important communicator of HRS4R ideas and practices towards young, new, novice scientists.</p> <p>Gender balance will be taken into account in the composition of commissions and working groups, as well as the equal involvement of researchers from all levels (R1 to R4).</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>The university has already initiated cooperation with the scientific community in the preparatory phase of the processes. Scientists of all categories (R1-R4) were actively involved in the preparation of the questionnaire, the GAP analysis, and the preparation of the action plan. The revision of documents and processes was also ensured by researchers. The scientific community is already informed e.g., on the results of the questionnaire and on the current work of the Implementation Commission.</p> <p>The regular provision of information will be ensured in two ways:</p> <p>a / top> down - the Implementation Commission will publish and make available all information, outputs of analyses, reports, as well as planned tasks and activities to the researchers.</p> <p>b / bottom> up - researchers will be active members of working groups, given space for feedback, to evaluate procedures and processes, to express their opinions and ideas. They will be involved in the consultation processes as well as in the work of Expert Commissions.</p>
<p>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.</p>	<p>The university aims to fully incorporate the HRS4R procedures into its organizational HR procedures. The very initiation of this strategy indicates that the university is ready to implement the principles of the Code and the Charter and fully supports the related activities. Instructions for incorporating the HRS4R procedures into the university's organizational procedures will be developed centrally at the level of the Rectorate of UPJŠ by the Implementation Commission, while the university workplaces will have the opportunity to adapt this manual to their own conditions and prepare their own modified manual. The Implementation Commission and the project team will ensure cooperation, monitoring and the necessary methodological and professional support.</p>

	<p>Emphasis on improving HRS4R and on presenting HRS4R as the overarching HR policy is also placed on the activities of the action plan itself (action 22, 23, 24, 25, 26, 27, 28, 29, 30), which are to ensure that HRS4R becomes the umbrella for HR procedures at UPJŠ.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>The proposed steps were defined based on the feedback from researchers and in consultation with this community. The steps respond to their suggestions and to the announced needs, which we identified based on the GAP analysis and joint discussions. All levels of researchers (R1-R4) expressed themselves in the form of questionnaires, focus groups, discussions, document analysis, various stakeholders were involved in the process, so it can be expected that if the employees are the authors of the proposals themselves, they will want to fulfil them. The procedures we plan to apply have been designed on the basis of joint analyses, the implementation of the steps will also be a joint effort of the Implementation Commission and the researchers. For the implementation we prepared a time schedule, an overview of expected outputs, targets and indicators, so that the evaluation is transparent and simple for both the leaders of the working groups and the implementation committee.</p>
<p>How will you monitor progress (timeline)?</p>	<p>Progress and its monitoring will be ensured by two methods. The implementation 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 via a Gantt chart, which is 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 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. In case of serious issues 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. Additionally, the feedback from the researchers is also ensured in the form of feedback workshops, which will be held in the form of focus groups and in which the qualitative change at UPJŠ in the area of fulfilment of individual principles will be evaluated. The second form of feedback collection will be a questionnaire survey among researchers at UPJŠ in a similar form as the survey in the initialization phase was conducted.</p>
<p>How will you measure progress</p>	<p>The university has set clearly formulated indicators for</p>

(indicators) in view of the next assessment?	measuring the progress of implementation and for the transparent evaluation of the outputs of individual activities (see Section 2 of this document). These indicators will be continuously monitored by the project team and the relevant leaders of the working groups and reported to the Implementation Commission according to a pre-agreed timetable.
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Additional remarks/comments about the proposed implementation process:

<p>UPJŠ, as a part of the European Research Area, wants to provide a European standard in the quality of the working environment for researchers, and in the openness and transparency of the selection procedure. The HR Excellence Award is considered a permanent commitment by UPJŠ and it plans to continue developing and creating favourable conditions for the employees.</p> <p>In order to hold on to the HR excellence award, UPJŠ will continue the HRS4R process, in accordance with the defined process of the European Commission.</p>
