



UNIVERZITA
PARDUBICE

Action Plan

2023 - 2025

HR Strategy for Development of the University of Pardubice

October 2023

Proposed ACTIONS	GAP vs. Charter & Code principles	Timeline	Responsible Unit	Objectives/Indicators
OPEN SCIENCE				
Aim: To create effective tools for the implementation of the principles of open science and to ensure their use in the publication strategy at the University of Pardubice.				
1. (Action 1) Formulate a framework, university strategy and tools for implementing the principles of open science across all scientific disciplines cultivated at UPCE, in accordance with the science policy of the Czech Republic.	<i>GAP (Item 8)</i>	Annually – at the end of Q2, starting in 2023	<i>Vice-Rector for Research and Development</i>	Number of open access awareness events organised by the University Library.
2. (Action 2) Set up a methodology for determining the proportion of R&D results published in the open access mode, depending on the type of publication of the result (WOS, SCOPUS, etc.) and publishing practices in individual scientific fields, with the aim of increasing the overall proportion of R&D results published in the open access mode.	<i>GAP (Item 8)</i>	Q3 2022 – 2023 – 2025 Implementation 2023-2025 Annually – at the end of Q2, starting in 2023	<i>Vice-Rector for Research and Development</i>	Implementation of a methodology (to better organise, promote and support open access publication of results). Number and percentage of results published in open access mode. Number of digitised and publicly available documents in the University's digital library.
WAGE AND INCENTIVE SYSTEM				
Aim: To strengthen the wage and incentive system towards efficient and novice academic and research staff and the competitiveness of the environment for academic and research staff from abroad.				
3. (Action 3) Updating of faculty directives concerning the above-fee component of the wage with an emphasis on strengthening the merit principle in relation to the long-term achievement of above-average and internationally competitive R&D results with an emphasis on scientifically exceptionally efficient novice academic and research staff.	<i>GAP (Item 26)</i>	Q4 2023	<i>Faculties</i>	Update of faculty methodology/directives issued (to provide information openly and transparently and to support and strengthen the motivation of academic and research staff linked to performance and results).

<p>4. (Action 5) Use financial resources to gradually increase the wage level of academic and research staff (with an emphasis on qualitative remuneration criteria) in order to create a competitive environment for academic and research staff from the western part of the EU and from economically developed non-European countries and thus strengthen the internationalisation of the R&D environment at the University.</p>	<p>GAP (Item 26)</p>	<p>2023 – 2025</p> <p>Annually – at the end of Q2, starting in 2023</p> <p>Annually at the end of Q2, starting 2024</p>	<p><i>Faculties</i></p>	<p>Mapping of wage resources and development (growth in % compared to the previous period, to the western part of the EU and to the economic development of non-European countries). Issue of the Annual Management Report. Revision of salaries following the preparation of the University budget. Percentage increase in wage levels. Proportion and structure of foreign staff, of which academic and research staff from abroad.</p> <p>Number of postdoctoral positions filled, and academic and research staff from abroad.</p> <p>Number of foreign researchers with performance agreements for international conferences and teaching</p>
<p>5. (Action 6) Ensure greater awareness of payroll system, criteria and conditions of remuneration and motivational tools introduced at specific faculties and workplaces.</p>	<p>GAP (Item 26)</p>	<p>Annually in Q4, starting in 2021</p> <p>Q1 2024</p> <p>2023 – 2025</p>	<p><i>Faculties</i></p> <p><i>Vice-Rector for Internal Affairs</i></p>	<p>Part of the regular evaluation of academic and research staff at the level of departments/faculties/ departments/institutes.</p> <p>Number of evaluation interviews conducted per year.</p> <p>Information published on the intranet.</p> <p>Update of faculty directives for evaluation of employees and their publication on Intranet</p> <p>HRS4R questionnaire survey and subsequent GAP analysis</p> <p>Number of respondents.</p>
<p>BALANCE OF TEACHING AND RESEARCH LOAD Aim: To ensure a balanced range of pedagogical, creative and research activities at individual departments with regard to the specifics of individual disciplines and the needs of basic and applied research.</p>				
<p>6. (Action 7) Verify the balance of the range of activities of academic and research staff in relation to their functional assignment and the long-term results of R&D activities.</p>	<p>GAP (Item 33)</p>	<p>Annually in Q4, starting in 2021</p> <p>Annually in Q1 and Q2, starting 2024</p>	<p><i>Faculties</i></p>	<p>Existence of an internal document at the level of workplaces/departments/institutions/faculties (in order to individually balance the involvement of each academic and research staff member in their portfolio of creative activities).</p> <p>Updates of faculty directives related to monitoring the balance of the scope of pedagogical activities of faculty staff.</p>
<p>7. (Action 8) Active involvement of the most academic and research staff in teaching especially at the level of PhD and Mgr. studies.</p>	<p>GAP (Item 33)</p>	<p>Q3 2022</p> <p>2024 - 2025</p> <p>Annually in Q3, starting 2023</p>	<p><i>Faculties</i></p> <p><i>Vice-Rector for Education and Quality</i></p>	<p>Revision of the mid-term staff development of academic and research staff at the level of workplaces/faculties/ departments/institutes (with the aim of planning the qualification potential and growth of individuals in workplaces and their involvement in educational processes so that younger academic and research staff can develop in collaboration with more experienced academic and research staff). Existence of a faculty analysis/internal document.</p> <p>Existence of a faculty internal document focused on human resources optimisation.</p> <p>Number of R3 and R4 involved in teaching in doctoral and master's study programmes programmes.</p>

REPRESENTATION IN BODIES

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

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

INDIVIDUAL DEVELOPMENT

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

12.	(Action 13) Developing a draft framework and content for an individual development plan for academic and research staff that is flexible enough to take into account individual qualification levels, subject specifics and the individual needs of specific academic and research staff	GAP (2, 7, 11, 10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)	2022 – 2025 Preparation Q3-Q4 2022 Discussion – approval – implementation 2023-2025 Annually in Q2, starting in 2022	<i>Vice-Rector for Internal Affairs</i>	Creation of an internal document/methodology and supporting forms (to standardise and monitor regular evaluation, training and staff development processes of each academic and research staff member). The qualification structure of the faculties will be described in the Annual Activity Report for the previous year. (Numbers of newly appointed R4 and R3).
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<p>13. (Action 16) Design of a mentoring system for distance learning students and postdoctoral fellows. Implementation of a mentoring system.</p>	<p>GAP (2, 7, 11,10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)</p>	<p>Annually in Q2, starting in 2022</p>	<p><i>Vice-Rector for Internal Affairs</i></p>	<p>Number of mentees trained in the pilot year of programme implementation and in the following academic year. Number of mentors involved in mentoring per academic year.</p>
<p>14. (Action 17) Develop a plan to strengthen the management skills of academic and research staff who are new to management positions, taking into account the specifics of the different levels of management (management of scientific teams, departments, institutes, faculties, university), including strengthening knowledge of HR principles and OTM-R policy for recruitment of academic and research staff.</p>	<p>GAP (2, 7, 11,10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)</p>	<p>Annually at the end of Q2, starting in 2023</p>	<p><i>Vice-Rector for Internal Affairs</i></p>	<p>Number of supervisors trained in the pilot programme and in subsequent years. Number of trainings per year.</p>
<p>15. (Action 18) Implementation of individual development plans into the University's information systems and their use in regular staff appraisals and the provision of two-way feedback between supervisor and employee.</p>	<p>GAP (2, 7, 11,10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)</p>	<p>2023 – 2025</p>	<p><i>Vice-Rector for Internal Affairs + Faculties</i></p>	<p>Initial implementation into the University's information systems (to support the organisation and monitoring of processes, to reduce the managerial burden on senior academic and research staff at different managerial levels and to have transparent evidence of two-way feedback available between supervisor and employee). Existence of a specific HR SW module. Verification of the functionality of the HR SW module. Internal Control Protocol. Number of individual plans in the HR SW module.</p>

16. (Action 19) Coordinate the education system and offer of training topics in key competencies with the individual development plans of employees.	GAP (2, 7, 11,10, 24, 25, 28, 29, 39, 30, 31, 32, 33, 36, 37, 38, 40)	Annually at the end of Q2, starting in 2023	<i>Vice-Rector for Internal Affairs</i>	Number of training courses offered per year. Number of staff trained per year.
17. (Action 42) Systematically support career development for doctoral students and postdoctoral staff.	GAP (2, 7, 10, 11, 23, 24, 25, 27, 28, 29, 30, 31, 32, 33, 36, 37, 38, 39, 40)	2023 – 2025 Q1 2023-Q3 2023 Preparation-discussion Q1 2023 Approval Q2 2023 Implementation Q3 2023 Annually in Q2, starting 2024 Annually in Q4, starting 2023	<i>Vice-Rector for Research and Development</i>	Creation of systematical career support system for doctoral students and postdoctoral staff Publishing the system on Intranet and University external web pages. Creation of new program called the university doctoral school for starting doctoral students (in order to provide high-standard starting conditions and support for their research activities and development). Number of programs for doctoral students and postdoctoral staff for their career development. Number of doctoral students of doctoral school trained in a pilot and next academic years.
EVALUATION SYSTEM Aim: To strengthen the system of academic and research staff evaluation, monitoring and management and the provision of feedback, in line with the individual development plan, individual performance and achievements				
18. (Action 20) Creation of a university-wide framework that sets out the guiding principles for a system of regular staff evaluation and the provision of two-way feedback, taking into account disciplinary specificities.	GAP (11, 37, 38)	Q1 2022 – 2023 – 2025 Preparation Q1 2022 Discussion Q2 2022 – Q3 2024 Approval Q4 2024 Implementation 2024-2025	<i>Vice-Rector for Internal Affairs</i> <i>Vice-Rector for Research and Development</i>	Creation of an internal methodological document (in order to consistently organise and monitor regular evaluation processes, to have available transparent information for senior academic and research staff and for individuals, and to create a consistent, structured and effective two-way feedback loop).
19. (Action 21) Intensified use of the already established university-wide information system HAP-pi , which provides comprehensive data for the evaluation of academic and research staff.	GAP (11, 37, 38)	2023 – 2025 Annually at the end of Q2, starting in 2023	<i>Vice-Rector for Internal Affairs + Faculties</i>	Updating of IS HAP-pi and other relevant IS for the evaluation of faculty staff. Preparation of regular trainings on the IS. Number of HAP-pi information system trainings per year. Number of trained academic and research staff per year.

AWARENESS AND EDUCATION

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

<p>20. (Action 23) Incorporate into the educational offer and induction process and strengthen awareness in the area:</p> <p>(a) research ethics and ethical principles of R&D&I, b) good research practices, including methodology for the implementation of R&D&I projects, c) open access, d) values and non-discrimination, e) legal protection and intellectual property, f) career guidance, g) authorship and co-authorship, h) new tools and practices for teaching and R&D&I, i) presentation and dissemination of R&D&I, j) the complaints process, k) the University's strategic plans, l) recruitment and OTM-R policy.</p> <p>(*listed those areas that explicitly emerged from the GAP analysis and questionnaire survey with links to the principles of the Charter and Code, in addition to all other topics that UPCE already provides in some form, which will continue to be provided = where we are already in compliance with the Charter and Code)</p>	<p>GAP (2, 3, 4, 5, 7, 8, 10, 30, 31, 32, 33, 34, 38,)</p>	<p>Q3 2021 – 2023 – 2025</p> <p>Annually at the end of Q2, starting in 2022</p>	<p><i>Vice-Rector for Internal Affairs</i></p>	<p>Number of information events (including the use of internal e-communication-intranet tools). Existence of e-learning courses and modules. Revision of the training offer in the HR IS.</p> <p>Number of e-learning courses and instructions offered. Number of training courses/workshops delivered. Number of employees trained.</p>
<p>21. (Action 24) Continuously raise awareness of the above issues in the previous item and processes within the internal electronic information system/intranet.</p>	<p>GAP (2, 3, 4, 5, 7, 8, 10, 30, 31, 32, 33, 34, 38,)</p>	<p>Q3 2021 – 2023 – 2025</p>	<p><i>Vice-Rector for Internal Affairs</i></p>	<p>Completion and regular updating of information on the university intranet. Existence of a specific subcategory providing information about HRS4R on the intranet</p>
<p>22. (Action 25) Emphasise and create conditions for the use of online communication tools (e.g. using Moodle and the VEMA learning module).</p>	<p>GAP (2, 3, 4, 5, 7, 8, 10, 30, 31, 32, 33, 34, 38,)</p>	<p>Q2 2021 – 2023 – 2025</p> <p>Annually at the end of Q2, starting in 2022</p>	<p><i>Vice-Rector for Internal Affairs</i></p>	<p>Improving ICT facilities and IS. Ensuring the updating and sustainability of the IS and intranet.</p> <p>Existence of HR SW training module. Number of available e-learning courses. Number of trainings/courses (in-house/external) offered during the year.</p>

23. (Action 41) Systematically support wellbeing of employees and raise awareness about responsible behaviour leading towards sustainable university environment	GAP (3, 4, 6, 9, 10, 23, 24, 27, 28, 30, 34, 36, 37, 38, 39, 40)	2023-2025 Preparation-Discussion Q1-Q4 2023 Implementation of the strategy 2024-2025 Annually at the end of Q4 starting 2024	<i>Vice-Rector for Internal Affairs</i>	Creation and implementation of strategy within HR processes. Publishing the strategy and specific steps on the University web page and intranet. Number of trained employees/supervisors. Number of training and informational/awareness events.
PRESENTATION OF R&D&I RESULTS Aim: To improve the coordination of the external presentation of R&D&I results and their dissemination and to motivate academic and research staff to participate in it.				
24. (Action 26) Make more effective use of the tools used to disseminate the most important results of R&D&I at UPCE, especially towards the youth and the public, using the available media tools. Support the system of coordination and involvement of faculties in university-wide and faculty dissemination activities (organisationally and financially), including specification of target groups and media tools used.	GAP (9)	Annually at the end of Q2, starting in 2022	<i>Vice-Rector for External Relations</i>	Number of dissemination events.
25. (Action 27) Promote and motivate dissemination activities.	GAP (9)	2023-2025	<i>Vice-Rector for Research and Development</i>	Revision of motivation tools at faculties at faculties (in order to have a well-planned system and coordination of activities in balance with the research qualities and capacities of academic and research staff).
26. (Action 28) Take dissemination activities into account in the individual development plan and in the evaluation, while maintaining the dominant weight of the basic or applied research itself.	GAP (9)	2023 – 2025 Revision-Implementation	<i>Faculties</i>	Revision and verification of time allocation of popularisation activities in evaluation criteria. Part of the regular evaluation of academic and research staff at the level of workplaces/faculties/departments/institutes. Number of evaluation interviews conducted per year.
27. (Action 29) Provide support in the acquisition of communication skills for the presentation of R&D&I activities and their dissemination.	GAP (9)	2023 – 2025	<i>Vice-Rector for External Relations</i>	Existence of training/course opportunities. Number of training courses. Number of academic and research staff trained.
GENDER BALANCE Aim: A strategy for maintaining a representative gender balance in the long term.				
28. (Action 30) Regular monitoring of gender representation at all levels of UPCE management.	GAP (27)	Annually at the end of Q2, starting in 2022	<i>Vice-Rector for Internal Affairs + Faculties</i>	Annual publication of data in the Annual Activity Report for the previous year. Percentage of women in the staff structure according to various criteria (position, category, age, qualifications, faculty, supervision, mentoring system, research teams, etc.).

RECRUITMENT AND OTM-R POLICIES

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

<p>29. (Action 33) Define the UPCE OTM-R policy.</p>	<p>GAP (12, 13)</p>	<p>2023 – 2025</p> <p>Preparation Discussion Approval Publication of the document</p>	<p><i>Vice-Rector for Internal Affairs</i></p>	<p>Creation of an internal document – the UPCE OTM-R Policy. Existence and publication of a methodological guide for selection procedures, including publication on the intranet.</p>
<p>30. (Action 35) The selection procedures for academic and research staff will be announced in both Czech and English in order not to discriminate against candidates from abroad and to be transparently open to them, with more intensive use of relevant advertising portals, including foreign opportunities, taking into account the specifics of individual scientific disciplines.</p>	<p>GAP (12, 13, 14, 15)</p>	<p>Annually at the end of Q2, starting in 2022</p>	<p><i>Vice-Rector for Internal Affairs</i></p>	<p>Number of selection procedures publicly announced per year. Percentage of selection procedures carried out in English per year. Number of portals used for publication.</p>
<p>31. (Action 36) Design a control and support mechanism to ensure that advertisements for in-demand positions contain the necessary information and requirements, including taking into account non-discrimination issues.</p>	<p>GAP (12, 13, 14, 15)</p>	<p>2023-2025</p>	<p><i>Vice-Rector for Internal Affairs</i></p>	<p>Existence of a methodological manual for recruitment procedures.</p>
<p>32. (Action 39) Information on the OTM-R policy and other recruitment procedures will be included in the induction process for those academic and research staff who are new to management positions and who participate in selection and recruitment processes.</p>	<p>GAP (12, 13, 14, 15)</p>	<p>2023 – 2025</p> <p>Annually at the end of Q2, starting in 2023 - 2025</p>	<p><i>Vice-Rector for Internal Affairs</i></p>	<p>Existence of a methodological manual for recruitment procedures. Existence of a specific HR SW module to be used as a support tool for selection procedures and recruitment. Number of trained supervisors participating in recruitment per year.</p>
<p>33. (Action 40) Revise and update the Rules of Selection Procedure to include:</p> <ul style="list-style-type: none"> a) e-recruitment options and procedures, b) basic requirements for the procedures and method of advertising and publishing vacancies in both Czech and English, c) recommended elements of the e-toolkit for the recruitment of academic and research staff, d) clarification of the provisions on recruitment and appointment of selection committees, e) requirements for the composition of selection committees, taking into account gender balance, age structure and competence of their members. <p><i>(**based on the OTM-R check-list, what we lack explicitly defined in the updated version against the Code)</i></p>	<p>GAP (10, 13, 14, 15, 16)</p>	<p>2023 – 2025</p> <p>Implementation of document 2023-2025</p> <p>Annually at the end of Q2, early 2023-2025</p>	<p><i>Vice-Rector for Internal Affairs</i></p>	<p>Implementation and verification of processes in the revised document “the Rules of Selection Procedure”. Existence of a specific HR SW module to be used as a support tool also for selection procedures and recruitment. Existence of a methodological guide for recruitment procedures. Number of trained supervisors participating in recruitment per year. Percentage of recruitment processes managed by e-tool. Overview of the qualification structure of employees, including international employees. Structure of international staff in total, including academic and research staff. Number of postdoctoral positions filled and academic and research staff from abroad.</p>