Jihočeská univerzita
v Českých Budějovicích
University of South Bohemia
in České Budějovice

Action plan
HRS4R

November 2018 / May 2019

TEMPLATE 4: ACTION PLAN

Case number: 2018CZ317964

Name Organisation under review: The University of South Bohemia (USB) in České Budějovice

Organisation's contact details: opokorna@jcu.cz

SUBMISSION DATE: 30th November 2018 / 16TH MAY 2019

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	*642*
Of whom are international (i.e. foreign nationality)	*39*
Of whom are externally funded (i.e. for whom the organisation is host organisation)	*56*
Of whom are women	*260*
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	*179*
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	*453*
Of whom are stage R1 = in most organisations corresponding with doctoral level	*10*
Total number of students (if relevant)	*9588*
Total number of staff (including management, administrative, teaching and research staff)	*1382*
RESEARCH FUNDING (figures for most recent fiscal year)	*€*
Total annual organisational budget	*55786000*
Annual organisational direct government funding (designated for research)	*11982000*
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	*4545000*
Annual funding from private, non-government sources, designated for research	*2255000*
***ORGANISATIONAL PROFILE** (a very brief description of your organisation, max. 100 words)*	

The University of South Bohemia (USB) is a public higher education institution of a university type. It was established in 1991 and since 2012 has had 8 Faculties: of Economics, Arts, Education, Science, Fisheries and Water Protection, Theology, Health and Social Sciences, and Agriculture. At present, the USB is attended by nearly 9,600 students in over 200 Bachelor's, Master's and Doctoral programmes.

USB is an educational and research institution with a focus on natural and social sciences and humanities.
The USB includes a centre focused on fishery and water protection CENAKVA in Vodňany and a polar research station at Svalbard, Norway.
The USB cooperates with more than 300 universities around the world.

For more information see: https://www.jcu.cz/?set_language=en

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	Ethical and professional aspects are provided for by documents at the University level. The Rector's Ordinance Determining Dealing with Harassment in the Workplace has been newly created, laying down procedures for cases of harassment and bullying. The individual constituent parts of the University follow these documents or have elaborated them into greater detail and adapted for their use. There is still considerable duplication as well as fragmentation in these documents. In most cases, English versions of the documents are not available. On 4th November 2014, the Code of Conduct was created, amended on 9th March 2017. An Ethics Committee has been also set up to address serious ethical issues. <u>Strengths:</u> **Support in the current legislation of the Czech Republic:** • Act No. 111/1998 Coll., On Higher Education Institutions - Section 4 • Act No. 130/2002 Coll., On Support of Research, Experimental Development and Innovation

	• Act No. 262/2006 Coll., The Labour Code - Section 16 a 17 • Act No. 198/2009 Coll., The Act on Equal Treatment and Legal Means of Protection against Discrimination and the Amendments of Some Acts (Non-Discrimination Act) • Act No. 435/2004 Coll., On Employment - Section 4 • Resolution No. 2/1993 Coll., of the presidium of the Czech National Council on the proclamation of the LIST OF FUNDAMENTAL RIGHTS AND FREEDOMS as part of the constitution of the Czech Republic • Act No. 121/2000 Coll., On Copyright, on Rights Related to Copyright and on Amendments to Some Acts • Act No. 527/1990 Coll., On Inventions, Industrial Designs and Improvement Proposals • Act No. 89/2012 Coll., Civil Code - Section 2382 **Support in current USB regulations** • Code of Conduct • Rules of Procedure of the Ethics Committee **Intellectual property rights of authorship and co-authorship** - the Technology Transfer Office supports transfer of research and development outcomes into practice in order to link the world of research to the commercial sphere. Rules for patents, know-how, enforcement and intellectual property protection for the University and its constituent parts have been set up. Within the Faculties, the technological scouts help with this area. They also actively participate in setting up spin-off and start-up companies. **Occupational health and safety** - all measures and safe working practices are in accordance with the legal regulations concerning health and safety at work, fire protection, radiation protection, working conditions and correct handling of chemical substances, experimental animals, etc. <u>Weaknesses:</u> It is necessary to create **a new document** in line with the Charter and Code that would also link up with the work of the **Ethics Committee**. **Communication** is very poor throughout the University of South Bohemia and its constituent parts. There is a lack of sharing and forwarding of information from managers to subordinates and vice versa. • **Formal communication** * - there is no central storage of important University documents (intranet), with a distribution of documents for easier orientation (if any of the documents

	are amended, no information on such update is provided). Non-uniformity and fragmentation of web pages across the University. • **Informal communication** * - Insufficient transmission of information from managers to subordinates and vice versa within the constituent parts as well as at the University level. **Evaluation *** - the implementation of the Academic Staff Evaluation Support System is currently under way at the University. In the future, this evaluation should be linked to the evaluation of the annual appraisals conducted by managerial staff and to the identification of needs for possible further training. Overall, there is a lack of regular assessment of the performance of employees and subsequent provision for improvement of their performance - *for now not included in the Action Plan steps*, *but it will be solved in future.*
Recruitment and selection	Recruitment and selection of employees are currently governed by the *Rules for the Selection Process of Academic Staff at the USB in České Budějovice (Rules)*. Job advertisements are placed on the website of the University of South Bohemia and on the website of its constituent parts, on the Internet job portals and at the Job Office. For projects under operational programmes, advertisements are occasionally placed on Euraxess. A committee is set up for each selection process separately to conduct the selection process. The HR staff member has only an administrative role. Information on admission is communicated to successful candidates by telephone or e-mail by an employee of the HR Department. An applicant best suited to the specific position is always selected. <u>Strengths:</u> **Support in the current legislation of the Czech Republic**: • Act on Higher Education Institutions: Section 70-74, Section 77, Section 72 and Section 89-90 **Support in current USB regulations:** • Rules for the Selection Process of Academic Staff at the USB České Budějovice <u>Weaknesses:</u> **OTM-R** - there is no OTM-R strategy for the University of South Bohemia in either the Czech or English version. This strategy should be incorporated in the Rules as one document. There is necessity to include the classification of researchers according to R1-R4. This should

	also be appropriated to the recruitment of non-academic staff. Based on this document, training of competent persons will be implemented. **HR Department -** its role at the University of South Bohemia is only administrative. Every constituent part has its own HR staff member. Large fragmentation of procedures and regulations of individual constituent parts. Centralized methodological guidance is currently being introduced. **System of positions** - not available centrally at the University of South Bohemia. A system providing an overview of individual positions throughout the University will need to be created. **Templates for advertising employment opportunities** - there is no uniform style throughout the University of South Bohemia. **Euraxess** – at the moment a very limited use of this internet portal for advertising vacancies within the University of South Bohemia and for attracting foreigners. **Mobility** – there is no document or procedure for recognizing the results achieved during mobility abroad. **Post-doctoral employees** – there are no clear rules for the recruitment and appointment of post-doctoral researchers, including the maximum duration and objectives of such appointments. The fact that the position is only temporary is not clearly communicated and there is no procedure for further professional development with the possibility of a long-term career growth.
Working conditions	The setting of a fixed term employment and its extension is governed by the Labour Code of the Czech Republic. There is a big effort to gender balance within the University, yet there is a clear predominance of men in the key positions of the organizational structure. The opportunity to enter individual positions is non-discriminatory. The University seeks to create good work-life balance conditions for its employees. Parents of young children are offered part-time employment. There is a preschool facility or a children's group. There is Junior Universities for older children as well as day and residential summer camps. Other employee benefits include cheaper mobile rates, subsidized membership in a city bicycle sharing project, subsidized meals, etc. The Grant Agency of the University of South Bohemia has been set up in

	order to support research of not only students of Doctoral and Master's degree programmes but also of academic, scientific, research and development staff. Strengths: **Support in the current legislation of the Czech Republic**: • Labour Code: Section 39 and Section 65 (access to fixed-term employment is set under the Act - maximum length, possibility to repeat, justification of fixed-term employment and termination) • Act No. 589/1992 Coll., On Social Security Contributions: Section 3, Section 5, Section 7 • Act No. 48/1997 Coll., Public Health Insurance Act: Section 3, Section 4, Section 6, Section 9 • Act No. 258/2000 Coll., On Protection of Public Health (Title II Part 7, 8) • Government Regulation No. 101/2005 Coll. On More Detailed Requirements for Workplaces • Act on Higher Education Institutions: Section 4 • Act on Support of Research, Experimental Development and Innovation • Copyright Act • Act on Inventions, Industrial Designs and Improvement Proposals • Civil Code: Section 2382 **Occupational health and safety** - all measures and safe working practices are in accordance with the legal regulations concerning health and safety at work, fire protection, working conditions and correct handling of chemical substances, experimental animals, provision of radiation protection, etc. **Intellectual property rights of authorship and co-authorship** - the Technology Transfer Office supports transfer of research and development outcomes into practice in order to link the world of research to the commercial sphere. Rules for patents, know-how, and intellectual property protection for the University and its constituent parts have been set up. Within the Faculties, there are the so-called technological scouts who help with this area. They also actively participate in setting up spin-off and start-up companies. **Education = teaching competencies** - the University is working on a project (the Operational Programme OP VVV 2014-2020 the activity DA2 / 1 of teaching competencies) aimed at enhancing the teaching competencies of the academic staff and their competencies for working with diverse groups.

	Involvement in decision-making bodies – researchers are represented in advisory and decision-making bodies, where they can defend and promote their not only personal but also collective interests. These include for example, the Academic Senate, Scientific Board, Internal Evaluation Board, etc. Weaknesses: **Homeworking** - current rules are inadequate. There is a lengthy and complicated process to set up homeworking. Homeworking is not provided for in the individual employee's contracts. **Flexible working hours** - there are no unified rules at the University level. **Ombudsman** - there is no specific independent person offering informal help in dealing with employment disputes, conflicts and complaints. There are no rules or responsibilities defined for the position of Ombudsman. **Formal and informal communication** - see above * **Evaluation * -** see above *
Training and development	The area of education and training of employees is currently managed independently by each constituent part. In most cases, regular contacts with a supervisor are set by the hierarchy and responsibility of the relevant managerial staff members, the methodology of the type of positions of the executed projects and research programmes. There is no official, comprehensive set of documents within the University that would address these definite practices. Every novice researcher is in regular contact with a supervisor who should evaluate their activities. Relationship with a mentor is defined by the organizational rules only at some Faculties. In addition, each post-doctoral researcher should have their own designated mentor to report to. Post-doctoral positions are viewed as research positions. Strengths: **Support in the current legislation of the Czech Republic:** • Act on Higher Education Institutions **Support in current USB regulations:** • Study and Examination Regulations of the USB • Conditions of Employment at the USB

	International Research Stations for International Cooperation in Research - Svalbard, Papua New Guinea **CENAKVA** - South Bohemian Research Centre for Aquaculture and Biodiversity of Hydrocenoses <u>Weaknesses:</u> **Preparation for career advancement into managerial positions -** there is no competence training when staff members advance to leadership positions (e.g. managerial, financial, communication, personnel, etc.) No training is set for new employees. This training should be linked to evaluation and to training plans for a given year. **Advisor / mentor for personal and professional development of staff -** there are no professional and personal development advisors, no clear definition of who is a mentor is provided, and a list of counsellors / mentors for new employees for their first year of employment is missing. No definition of the mentor activities and their remuneration is in place. **Adaptation process** - not exactly defined for individual positions. There is no definition of what the new employee should manage within initial 3 months or during the 1st year. There is no definition of appraisals carried out by the superior. There is no set training that the employee should / could complete at their position. **Career regulations** - due to the Czech legislation in force, such document is missing at the University level, available only separately at individual constituent parts. **Formal and informal communication - see above ***

3. ACTIONS

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

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

*URL: http://www.jcu.cz/o-univerzite/rozvoj/hr-award-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)***
Free text -100 words max	*Retrieved from the GAP Analysis*			
1 A document taking into account the principles of the Charter and the Code – The current version of the Code of Conduct is of 4th November 2014, with a supplement of 9th March 2017. It is necessary to create a new, revised document in line with C & C that would also link up with the work of the Ethics Committee.	*1,2,3,4,6,10,24, 25,27*	*1Q/2019 - 4Q/2020*	*Ethics Committee*	1) *Document* 2) *Information* *Ad 1) Document* a) *Revision of the current methodological environment, proposing alterations* *1Q/2019 - 4Q/2019* a) *Creating the Code of Conduct concept, Code of Conduct implementation* *1Q/2020 – 4Q 2020* *Ad 2) Information* *Informing the academic community about creating the Code of Conduct (e-mail, Web)* *4Q 2020*
2 "Ombudsman" - To determine a specific, impartial, independent person to deal with various issues such as bullying or fear. Link to existing Ethics Committee. To align this with the whole functioning and the defined competencies of the Ethics Committee. To create a document / guide in both Czech and English versions.	*1,34*	*1Q/2019- 4Q/2020*	*Ethics Committee*	1) *Document* 2) *Position* 3) *Information* *Ad 1) Document* a) *Revision of the current methodological environment, proposing its*

				alterations in relation to the new Code of Conduct and to the establishment of the Ombudsman position *1Q/2019 – 4Q/2019* *b) Creating the Code of Conduct concept, Code of Conduct implementation including the Ombudsman position* *c) Concurrently with point b) a methodological directive will be created. This directive will define competencies and the role of Ombudsman* *1Q/2020 – 4Q/2020* *Ad 2) Position* *Establishing Ombudsman position* *4Q/2020* *Ad 3) Information* *Informing the academic community about creating the directive and about the Ombudsman position (by email, Web)* *4Q/2020*
3 Communication - formal *-Website - To improve the clarity and provide up-to-date information of University of South Bohemia and its Faculties for better orientation. Create a central repository of all major documents (intranet) as well as information on document updates. Create a*	*8,9,25*	*1Q/2019-4Q/2023*	*Rector + marketing department*	*1) Document* *2) Information* *3) Action/Web* *Ad 1) Document* *Outcome: Communication Strategy*

communication strategy.				a) *Creating a Communication Strategy concept which will include the area of formal communication (websites, central data storage) and informal communication (supporting the awareness across the USB)* *1Q/2019 - 1Q/2020* b) *Discussing the Communication strategy concept across the USB, concept approval/ alterations processing (if they occur)* *2Q/2020 - 3Q/2020* c) *Communication strategy implementation – design and realization of the website, data storage, starting the informal communication* *4Q/2020 – 4Q/2023* *Ad 2) Information* *Outcome: Forwarding the information* a) *Informing responsible persons from faculties about the need of realization the activities*

				defined in Communication strategy (by email) *2Q/2020 – 4Q/2023* *b) Informing all employees about the creating unified website, data storage and the possibilities of informal communication (including appropriate instructions) (email)* *4Q/2023* *Ad 3) Action/web* *Outcome: new websites, data storage, recommendation to USB faculties and realization of the informal communication* *a) Creating a website, data storage, realization of defined forms of informal communication* *4Q/2020 – 4Q/2023*
4 Communication - informal To introduce informal meetings with the Rector, management and other senior staff members; to remove the communication barriers between the constituent parts of the University of South Bohemia. Improve the flow of information across the University. Create a communication strategy.	*36,37,38,39,40*	*1Q/2019-4Q/2023*	*Rector*	*1) Document* *2) Information* *3) Action/Informal meetings* *Ad 1) Document* *Outcome: Communication strategy* *a) Drafting a concept of the Communication Strategy including the formal communication*

				(website, central data storage) and informal communication (supporting the awareness across the USB) *1Q/2019 – 1Q/2020* *b) Discussing the Communication Strategy concept across the USB, concept approval* *2Q/2020 – 3Q/2020* *c) Communication Strategy implementation – realization of the website, data storage, starting the informal communication* *4Q/2020 – 4Q/2023* *Ad 2) Information* *Outcome: Forwarding the information* *a) Informing responsible persons from the faculties about the need of realization of activities defined in the Communication Strategy (email)* *2Q 2020/4Q 2023* *b) Informing all employees about the creation of the unified website, data storage and the possibilities of*

				informal communication (including appropriate instructions), (email) *4Q/2023* *Ad 3) Action/web* *Outcome: new websites, data storage, recommendations to USB faculties and informal communication realization* *a) Creating a website, data storage, realization of defined forms of informal communication* *4Q/2020 – 4Q/2023*
5 OTM – R strategy - *Incorporate its rules into the current* ***Rules for the Selection Process of Academic Staff at the USB*** *and create rules for selection of non-academic staff. Create a document / guide in both Czech and English versions and place it at the University website*	*12-21,27,29*	*1Q/2019-4Q/2023*	*Rector + HR Department*	*1) Documents* *2) Information* *3) Action/Training* *Ad 1) Document* *Outcome: 1x internal regulation defining the procedure for choosing non-academic staff of the USB, 1x creating a guide* *a) Revision of the current methodical environment, proposing alterations* *1Q/2019 – 1Q/2020* *b) Creating a concept of rules, rules for the selection procedure of non-academic staff, discussing these outcomes with faculties of the USB, concept*

				approval *2Q/2020 – 4Q/2020* *c) Rules for the selection procedure of non-academic staff implementation (creating measures, possible updates of these measures, recommendations)* *1Q/2021 – 4Q/2022* *d) Creating informational document and additional instructions in different language mutations* *1Q/2023 – 4Q/2023* *Ad 2) Information* *Outcome: Forwarding the information* *a) Informing responsible persons from faculties about the need for the activity realization (email)* *4Q/2023* *Ad 3) Action/training* *Outcome: efficacy of 1 internal regulation which will regulate the process of non-academic staff selection at the USB, 1 informational document, min. 1 training regarding the new methodical*

				environment *a) Efficacy of activities' outcomes including the training of responsible persons (new methodical environment, informational document)* *4Q 2023*
Detailed action steps according to Template 3 - OTM -R				
5.1 Training in OTM – R – Training of the HR Department staff and members of the selection / evaluation committees *These points are based on Template 3 OTM-R checklist - includes point 3*	*12 - 21*	*1Q/2019-4Q/2023*	*HR Department*	*1) Action/Training* *Ad 1) Action/training* *Outcome: Realized training* *a) Training for personal departments of relevant faculties, which will take place when personnel changes occur or when documentation or legislation is changed.* *First training 4Q/2023*
5.2 Advertising *- unified style templates for the entire University of South Bohemia* *- minimum administration acknowledgment of receipt* *- The use of Euraxess for the recruitment of new staff.* *These points are based on Template 3 OTM-R Checklist - includes points 11,12, 13, 14, 15*	*12 - 21*	*1Q/2019-4Q/2023*	*HR Department*	*1) Document* *2) Information* *Ad 1) Document* *Outcome: Set of templates usable for job advertising across the USB, a manual of recommended procedures, steps during the realization of selection process* *a) Revision of the current methodical environment,*

				analysis of the current procedure of communication with candidates and newly recruited employees, proposal of the alterations *1Q/2019 – 4Q/2019* *Ad 2) Information* *a) Informing responsible persons from the faculties of the USB about creating the manual of recommended procedures, steps during the realization of selection process (email)* *1Q2020 – 4Q/2020*
5.3 Evaluation and selection of candidates *- composition of committees* *- interviews (e-tools)* *- evaluation based on recruiting criteria within the university* *These points are based on Template 3 OTM-R checklist – includes points 4, 16, 17, 18, 19*	*12 - 21*	*1Q/2019-4Q/2023*	*HR Department*	*1) Document* *2) Information* *Outcome: see activity no. 5*
5.4 Appointment *- feedback after the selection process (strengths and weaknesses of the candidate)* *These points are based on Template 3 OTM-R checklist – includes points 20, 21*	*12 - 21*	*1Q/2019-4Q/2023*	*HR Department*	*1) Document* *2) Information* *Outcome: see activity no. 5*
5.5 Complaints *- complaint procedure* *- statistics on complaints* *These points are based on Template 3 OTM-R checklist –*	*12 - 21*	*1Q/2019-4Q/2023*	*HR Department*	*1) Document* *2) Information* *Outcome: see activity no. 5*

includes point 22				
5.6 To set up a system for evaluating the OTM-R and assessing whether the OTM-R delivers on its objectives. *These points are based on Template 3 OTM-R checklist – includes point 23*	*12 - 21*	*1Q/2019-4Q/2023*	*HR Department*	*1) Document* *2) Information* *3) Action / Monitoring of the OTM-R system* *Outcome: see activity no. 5*
*6 HR Department Development - **Adaptation process** - create an "Information package" for newcomers and for existing employees transmitting into different positions, especially for different types of leadership positions - Rector, Vice-Rector, Bursar, Dean, Vice-Dean, Faculty Secretary etc. Describe what each position involves, what is the person concerned in charge of, their responsibility and authority and to propose training for **career development**.* ***Advisor / mentor for personal and professional development** - define a position of a mentor and specify their activities.*	*28,30,33,36-40*	*2Q/2019-4Q/2023*	*Rector + HR Department*	*1) Document* *2) Information* *3) Position* *Ad 1) Document* *Outcome: Information handbook for employees, defining a position of mentor, complex offer supporting the career development* *a) Analysis of the current documents, collecting needed data* *2Q/2029 – 2Q/2020* *b) Handbook concept, concept of mentor's work, career development offer concept* *3Q/2020 – 3Q 20222* *c) Discussing concepts across the USB, approval / alterations processing, implementation* *4Q/2022 – 4Q/2023*

				Ad 2) Information *a) Informing responsible persons across the USB about the creation of these handbooks, about the need of discussing them (email)* *4Q/2022 – 4Q/2023* *b) Informing the academic community about efficacy of these documents including the possibility of use the position of a mentor and career development support tools (web, mail)* *4Q/2023* *Ad 3) Mentor (position)* *Outcome: establishing the position of mentor, concept of mentors' work* *3Q/2020 – 3Q/2022* *a) Establishing the position of mentors* *4Q/2023*
7 Personnel Department - Administrative Work	*12-21*	*1Q/2019-4Q/2023*	*Rector + HR Department*	*1) Document* *2) Information Action/Cooperation of HR Departments* *3) Action/Annual plans and Training* *4) Action/System of employment positions* *5) Action/Training*

				Ad 1) Document *Outcome: Printed matters in HR area within the unified visual style, cooperation with the Department of Lifelong Education while setting the annual plans and trainings for employees, set of templates for establishing the rules for System of employment positions.* *a) Analysing the current state of documentation for establishing rules of System of employment positions* *3Q/2019 – 4Q/2020* *b) Printed matters in HR area within the unified visual style, set of templates for establishing the rules for System of employment positions.* *3Q/2020 – 2Q/2023* *Ad 2) Information* *Outcome: Information* *a) Informing responsible persons about the creation of the content-unified employment documentation and all the printed matters in HR area within the unified visual style (email)* *3Q/2023 – 4Q/2023* *b) Cooperation with the Department of Lifelong Education* *1Q/2021 – 4Q/2021* *c) Informing responsible persons about creating the set of templates for establishing the rules for System of employment positions (email)* *2Q2023 - 3Q/2023* *Ad 3) Action/ cooperation of HR departments* *Outcome: printed matters in HR area within unified visual style* *a) Survey of the need of HR documentation of each faculty*

				2Q/2019 – 2Q/2020 *b) Unify the content of employment documentation and all printed matters from HR area within the unified visual style* *3Q/2020 – 2Q/2023* *c) Implementation of the printed matters using* *3Q/2023 – 4Q/2023* *Ad 4) Action/ Annual plans and trainings* *Outcome: Annual plans and trainings created by the Department of Lifelong Education in cooperation with HR departments, setting the annual plans and trainings* *Ad 4) System of employment positions* *Outcome: Set of templates for establishing the rules of System of employment positions* *a) Analysis of the current state of documentation for establishing the rules of the System of employment positions* *3Q/2019 – 4Q/2020* *b) Proposal and approval of set of templates for establishing the rules of the System of employment positions.* *1Q/2021 – 2Q/2023* *c) Implementation of the set of templates* *3Q/2023 – 4Q/2023* *Ad 5) Action/training* *Outcome: Action/training of the English language for one employee of the HR department* *3Q/2020 – 4Q/2023*
7.1 Methodologically link the HR Departments of individual Faculties with the University level.	*12-21*	*1Q/2019-4Q/2023*	*Rector + HR Department*	*Ad 3) Action/ HR departments cooperation* *Outcome: Printed matter from HR area within the unified visual style.* *a) Survey of the need of HR documentation of each faculty.*

				2Q/2019- 2Q/2020 *b) Unify the content of employment documentation and all printed matters from HR area within the unified visual style* *3Q/2020 – 2Q/2023* *c) Printed matters implementation* *3Q/2023 – 4Q/2023*
7.2 Include co-operation in setting annual plans and training for employees.	*12-21*	*1Q/2019- 4Q/2023*	*Rector + HR Department*	*Ad 4) Action/ annual plans and trainings* *Outcome: Annual plans and trainings created by the Department of Lifelong Education in cooperation with HR departments* *1Q/2021 – 4Q/2021*
7.3 Establish employment positions system - rules for creating and setting standards of the system, training the HR Department employees.	*12-21*	*1Q/2019- 4Q/2023*	*Rector + HR Department*	*Ad 5) Action/System of employment positions* *Outcome: Set of templates for establishing the rules of the System of employment positions* *a) Part of the activity no. 7, Analysing the current state of documentation for establishing the rules of the System of employment positions* *3Q/2019 – 4Q/2020* *b) Part of the activity no. 7, Proposal and approval of set of templates for establishing the rules of the System of employment positions.* *1Q/2021 – 2Q/2023* *c) Part of the activity no. 7, Implementation of the set of templates* *3Q/2023 – 4Q/2023* *Ad 2) Information* *Informing responsible persons about the set of templates creation (web, email)* *2Q/2023 – 3Q/2023*
7.4 Train at least one HR Department staff member in English for dealing with foreign employees.	*12-21*	*1Q/2019- 4Q/2023*	*Rector + HR Department*	*Ad 6) Action/ training of the English language for 1 employee of HR department* *3Q/2020 – 4Q/2023*
8 Mobility - Creating formal regulations on research staff	*18,19,29*	*1Q/2019-*	*Rector + HR Department*	*1) Document* *2) Information*

mobility outcomes / recognition of qualifications. It will be Included in OTM-R Documents.		*4Q/2021*		*Ad 1) Document* *Outcome: Methodical recommendation with regards to mobilities at the USB* *a) Revision of the current documentation / practice at the USB* *1Q/2019 – 4Q/2019* *b) Concept proposal and its discussion across the USB, approval/ alterations processing* *1Q/2020 – 4Q/2020* *c) Implementation and efficacy of the document* *1Q/2021 – 4Q/2021* *Ad 2) Information* *Outcome: Information* *a) Informing responsible persons across the USB about creating the document (web, email)* *1Q /2021 – 4Q/2021*
9 Post-doctorate researchers policy - Create rules: define who is a post-doctoral researcher incl. specific admission rules, employment status, etc., depending on the type of funding	*21*	*3Q/2019-4Q/2021*	*Vice-Rectors for Research and Development+ Department for Research*	*1) Document* *2) Information* *Ad 1) Document* *Outcome: Methodical recommendation with regards to post-doc positions at the USB* *a) Revision of the current documentation*

				/ practice at the USB *3Q/2019 – 4Q/2019* *b) Concept proposal and its discussion across the USB, approval/ alterations processing* *1Q/2020 – 4Q/2019* *c) Implementation and efficacy of the document* *1Q/2021 -4Q/2021* *Ad 2) Information* *Outcome: Information* *a) Informing responsible persons across the USB about creating the document (web, email)* *1Q /2021 – 4Q/2021*
10 Home office/homeworking *Revise the current document*	*24*	*1Q/2019-2Q/2021*	*Rector + HR and Legal Departments*	*1) Document* *2) Information* *3) Action/Work Documents* *Ad 1) Document* *Outcome: updated Rector's measure* *a) Revision of the current Rector's measure* *1Q/2019 – 1Q/2020* *b) Concept of an updated measure proposal and its discussion across the USB, approval/ alterations*

				processing *2Q/2020 – 4Q/2020* *c) Implementation and efficacy of the Rector's measure* *1Q/2021 – 2Q/2021* *Ad 2) Information* *Outcome: Information* *a) Informing all employees about the creation of the Rector's measure (web, email)* *3Q /2021 – 4Q/2021*

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.

(free text, 1000 words maximum)

At present, recruitment of new employees is governed by the **Rules for the Selection Process of Academic Staff at the USB in České Budějovice**.

Steps to be taken are to incorporate the OTM-R rules into the existing Rules and to create a relevant strategy / document in both Czech and English, which will be available on the University's website. It should take into account the classification of researchers according to R1-R4 and characteristics of their profiles.

All staff of the HR Departments and members of the selection committees to be trained in the OTM-R.

The procedure and strategy should be also set for non-academic staff, including administrative positions.

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 HRS4R (The Human Resources Strategy for Researchers) aims to directly impact researchers and society. The society must benefit from the work of researchers (in both academic and non-academic environment). Through this, the researchers become partners and professionals involved in an implementation process. The impetus for University involvement is therefore crucial at both levels - academics and non-academics. Highly qualified researchers represent one of the most important success factors of the University. Therefore, it is important to provide the appropriate work environment and recruitment processes as well as conditions for professional and personal development of researchers. A number of principles stipulated by the Charter and the Code are already a common practice at the University of South Bohemia.

The University of South Bohemia desires to create internationally competitive conditions and an

environment for conducting excellent R & D. The University wants to set up strategic management accordance with the terms of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The aim is to achieve and keep the HR Award long term. The University of South Bohemia expects the following impact of the institutional development:

- Important contribution to meeting strategic goals
- Impetus for a change of the institutional culture
- Support for internal processes
- Increase of researcher staff development
- Meeting the needs of the researcher staff
- Acquisition of research funding, in particular from European research support programmes grants provided by the European Research Council

General expectations:

- From the University point of view:
- Stimulating and pleasant working environment for researchers
- Positive changes in working culture
- Entering the Pan-European network of top researchers and organizations
- Increased quality of human resources care
- Increased international awareness and attractiveness
- Increased opportunities to receive research funding from European grants
- Improvement of qualitative conditions for internal evaluation
- Increased interest of the young generation and the general public in science

From the researchers' point of view:

- Recognition of professional rights
- Recognition of mobility experience in the public and private sectors
- Greater respect for the work-life balance
- Ensured transparent recruitment and selection process
- Guarantee of transparent remuneration
- Access to professional development
- Entering the Pan-European network of top researchers and organizations
- Increased opportunities to receive research funding from European grants

The steps included in the AP for implementation process have been defined as priorities through a questionnaire survey and a Focus Group discussion. These AP steps have also been approved by the Committee overseeing the process.

The University values its researchers and therefore wants to continue in making every effort to develop a pleasant working environment through fair and transparent behaviour in recruitment, evaluation, remuneration and personal development of researchers.

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

Checklist	***Detailed description and duly justification**
How will the implementation committee and/or steering group regularly oversee progress?	The Committee overseeing the process supervises the development of indicators at regular meetings held at least twice a year.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	The research community is part of the Work Group and will continue to be involved in creating and approving new documents, regulations and procedures. Regular meetings of the Working Group with the persons responsible for the implementation of the individual AP steps in order to evaluate the progress of fulfilling these. The Working Group will then prepare progress reports to be presented at regular meetings of the Committee.
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.	HR policy is one of the goals set out in the University's "Long-Term Plan for 2016-2020" and "Plan of Implementation of the Strategic Plan for 2018". By applying for the HRS4R, the University of South Bohemia aims to start the process of linking the HRS4R policy with the internal policy of the University. For broader acceptance of this policy and increasing the awareness of all employees, an "Education Workshop" is planned to address the issue of HRS4R and, above all, to provide practical information on the implementation of the HR Award at the University of South Bohemia. Expected benefits and impact on the University and its employees will be presented at the workshop as well as experiences of foreign experts working at institutions which have long-term experience with the HR Award implementation processes.
How will you ensure that the proposed actions are implemented?	Control mechanisms must be set up in the form of regular meetings of the involved persons and

	subsequent reporting to monitor the implementation of the AP steps. If some steps cannot be taken or will need to be postponed for some reason, an explanation will be provided and further action to remedy the problem will be applied.
How will you monitor progress (timeline)?	A schedule for key outcomes will be created to be followed by the specialists and other staff involved in the Working Group implementing the AP steps.
How will you measure progress (indicators) in view of the next assessment?	free text 500 words maximum During the implementation process, an internal evaluation will be performed alongside an AP check. In addition, further partial surveys, special Focus Groups meetings or face-to-face interviews will be conducted. This process should allow us to assess progress in the HR process and to reveal gaps that may arise during implementation.

Additional remarks/comments about the proposed implementation process:

(free text, 1000 words maximum)