

ACTION PLAN

Case number: 2018CZ327383
 Name Organisation under review: J. E. Purkyně University in Ústí nad Labem
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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, Ph.D. students either full-time or part-time involved in research	410,4
Of whom are international (i.e. foreign nationality)	38
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0
Of whom are women	153.9
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	128.5
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	149.02
Of whom are stage R1 = in most organisations corresponding with doctoral level	132.88
Total number of students (if relevant)	8252 (11/2018)
Total number of staff (including management, administrative, teaching and research staff)	853.7
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	38653470
Annual organisational direct government funding (designated for research)	3893447
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	438154
Annual funding from private, non-government sources, designated for research	847577
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>The Jan Evangelista Purkyně University in Usti nad Labem (JEPU) is the university that operates in the North Bohemia region. It was established by Law no 314/91 Coll. in 1991. Today, the university consists of eight faculties with the specialisation in natural science, art and social science. The University has the ambitions of fulfilling its social and innovative function in the region. It creates cooperation with the industry, public sphere and non-profit organisations. The creative and science teams of JEPU are thematically oriented onto two main science areas:</p> <ol style="list-style-type: none"> 1. Materials and technologies for the environment and the quality of life. 2. The role of the region and town in the complex of current social and economic challenges. 	

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>Strengths</p> <p>Principle of free research is guaranteed by national legislation (Law about universities §4), that is further expanded by an Ethical Code of JEPU and inner regulations (JEPU Status – article 3, Ethical Code – article 1). According to survey, researchers consider research freedom on JEPU as adequate with one reservation about limits of financial resources (solved in the principle number 15). The Principle of Non-discrimination je strongly anchored in legislative environment of JEPU (Staff regulation article 20, Career system – principle of openness, non-discrimination and equal opportunities).</p> <p>Weaknesses:</p> <p>Among the weaknesses of current praxis on JEPU, we list current system of evaluation, that is not systematic enough and transparently set. Unclearness of research organisation evaluation on national level criteria has a significant influence on current situation. Process of long-term change in research organisation evaluation is in progress. For fulfilling the ethical principle of professional responsibility and professional approach, it is necessary to define and to communicate exactly the Strategy of research activity on JEPU, which is currently in the preparation phase. For spreading and using of results in science and research, JEPU does not provide an adequate support for its workers (Centrum of Transfer of Technologies is not fully functional), there is no uniformed methodical background (legislative regulation is missing). There is no continual discussion about ethical rules and there is no systematic education of researchers in the field of ethic established. Approach of individual faculties to establishment of Ethical Committees is not united.</p>
Recruitment and selection	<p>Strengths:</p> <p>JEPU has its own regulation for recruitment and selection of researchers, that is valid on all faculties.</p> <p>Weaknesses:</p> <p>Current internal regulation does not define requirements on members of selection committee or to their qualification, does not mention way of documenting the transparency of tender (set criteria, record of evaluation procedure by members of the committee etc.), does not set taking wide range of candidate's competences into account, does not define international overlap of available research jobs advertisement. Internal norm and Career system of JEPU does not define category of post-doctoral students (R2).</p>
Working conditions	<p>Strengths:</p> <p>In past few years, JEPU gained large financial amount of resources from European operational programmes, that allowed an improvement of research environment mainly in the field of device infrastructure. Positive state in this field was confirmed by survey among the researchers, in which almost 90% of respondents answered, that in the JEPU environment, gender equality, that means equal working conditions for men and women are well met. JEPU supports the principle of equality between genders.</p>

	<p>Weaknesses: 64,1% researchers (R1: 62,2 %, R2-R4: 63,2%) consider current evaluation system to be inadequate. Currently, there is no long-term systematically observed development in the field of wages of researchers in comparison with other universities in Czech Republic. Inadequate financial evaluation is also perceived in survey as a limiting factor.</p> <p>An existing guideline regarding rights of intellectual property on JEPU does not correspond with current state of knowledge and praxis. It is too brief and incorrect. JEPU currently does not provide an adequate service for families with preschool children, that would support the harmonization of researcher's work with family live and within motilities, increased the attractiveness of working environment on JEPU.</p>
<p>Training and development</p>	<p>Strengths: Principle of continuous professional development on JEPU is supported by the Career system (SR 10/2016), introducing the compilation of career plans and evaluation of their fulfilling. There is an ongoing first evaluation of researchers according to JEPU Career system of individual faculties. Executive employees have to care about continuous deepening of qualification of employees.</p> <p>Weaknesses: In JEPU environment are not anchored requirements for supervisor and there is no expressly reserved worker to fill this role, based on his presumptions, knowledge and competences. Supervisor education is not ensured in the field of leadership of starting researchers. Within the approach to education and continuous development of researchers, JEPU does not have a system module of internal education of researchers.</p> <p>Data from survey show, that more than third of starting researchers (36%) does not have their own supervisor to oversee their research activities. Position of supervisor for all starting researchers is not guaranteed in Career system. Survey among researchers show, that more than a half of respondents (57%) from ranks of experienced researchers, do not serve as a supervisor for starting researchers.</p>

3. ACTIONS

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

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

*URL: <https://www.ujep.cz/en/hrs4r-hr-award>, <https://www.ujep.cz/en/action-plan-2019-2020>

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:

<i>Proposed ACTIONS</i>	<i>GAP Principle(s)</i>	<i>Timing (at least by year's quarter/s emester)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>
<p>1. Monitoring of wage statistics of all executive categories</p>	<p>13, 22, 26</p>	<p>1Q 2019</p>	<p>ZAMO executive</p>	<p>This action is already implemented. Outputs of monitoring are now being processed (tabs and graphs). Indicators:</p> <ol style="list-style-type: none"> Selection of responsible person for this monitoring on ZAMO. (Ms. Tojnarova, MSc.) Periodic outputs at least 1x per year. Records of proceedings in executive organs of JEPU. Modification of internal wage regulation according to current need.

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				<p>Goals:</p> <ul style="list-style-type: none"> a. Comparison of individual executive positions on JEPU with all comparable universities in CZ with a goal of raising competitiveness and availability within executive motilities. b. Outputs for 2018 will be reflected into the new concept of wage regulation, that will be ready by the end of 2019. Bursar will submit these outputs on the council of JEPU management and after that, it will be discussed in advisory organ of the rector (Council of Rector) with all deans. c. Outputs will be submitted every year as a basis for discussing the budget of JEPU for the next year. d. Outputs will be discussed within the negotiations with the union regarding the Collective Contract.
<p>2. Update of the internal norm: The regulations of the selection proceedings for all categories of researchers at JEPU.</p>	<p>12,13,14,15, 16,17,18,19, 21</p>	<p>2Q2019</p>	<p>Head of HR Dpt. executive, deans</p>	<p>Indicators:</p> <ul style="list-style-type: none"> a. Issue of the new updated Tender for researchers on JEPU, that applies personal approaches into the praxis according to the principles of Charter and Code (designation of exact evaluation criteria and the system of evaluation of candidates, choosing the complex evaluation criteria, reports from candidate evaluation) b. During 2019, a test phase of electronic module of tender within pers. Programme will be released c. Training of tender committee's members (creation of report about this training) and specification of requirements on members. d. Using the international advertisement during researcher recruitment (Euraxess) e. Recommendation of a feedback to a candidate (strengths and weaknesses) <p>Goals:</p> <p>In correspondence with the OTMR policy and principles of Charter and Codex, a new updated internal regulation JEPU, that will be released including all exact personal approaches and ensuring the transparency during recruitment and selection of researchers.</p>
<p>3. Implementation of Ethical committee at JEPU.</p>	<p>2, 4, 7, 8, 9</p>	<p>3Q2019</p>	<p>Chairman of the Ethical committee</p>	<p>Indicators:</p> <ul style="list-style-type: none"> a. Documentation (presentation, report, attendance list, photo documentation) of realization of round tables on all faculties b. (sorting out the stances and views on ethic in the subject of science and research, gathering the suggestions and questions) c. Organisation of an open panel discussion for JEPU employees with an attendance of renown authorities and experts in the field of ethic. <p>Goals:</p> <ul style="list-style-type: none"> a. Development of university wide discussion to ethical and professional aspects of research throughout all faculties nad researcher levels.

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				<ul style="list-style-type: none"> b. Outputs from the panel discussion will be included into the researcher education in the field of ethic (Connected with the action number 7). c. Specification of mutual relations between university wide and facultative ethical committees.
<p>4. Publishing and processing The Concept of leading of the starting researchers .</p>	<p>2, 21, 31, 32, 36, 37, 38, 39, 40</p>	<p>3Q 2019</p>	<p>Vice-rector for science</p>	<p>Indicators:</p> <ul style="list-style-type: none"> a. Processing the concept of supervision of young researchers, that is designated for supervisors and management of the research. Processing the methodology of correct praxis during research and resources management. b. Realization of trainings of all supervisors at least once a year. c. Realization of trainings, workshops etc. in the field of ethics and intellectual property for starting researchers. Educational activities realized subsequent to action number 7 (educational module on JEPU). <p>Goals:</p> <ul style="list-style-type: none"> a. Update of Staff regulation and implementation of objectives and rules of mentoring. Connected with the internal wage regulation of JEPU. b. Creation and implementation of the Concept and follow-up methodology.
<p>5. The revision of the Career System at JEPU including the revision of the Career Plan.</p>	<p>11,21, 25, 29, 36, 37, 40</p>	<p>4Q 2019</p>	<p>Vice-rector for study, Vice-rector for science, deans</p>	<p>Indicators:</p> <ul style="list-style-type: none"> a. An update of Staff regulation and implementation of following stated principles: <ul style="list-style-type: none"> - Each starting researcher has a mentor. - Value of a mobility is one of evaluation criteria of career growth. - Processing the pattern of supervision report. b. Implementation of a category post-doctoral student. c. Realization of workshops of mentors/supervisors (follow up on the action number 7). <p>Goals:</p> <ul style="list-style-type: none"> a. To define the content of mentor/supervisor activity and designation of his/her rights and duties. b. To process approaches within the Career plan evaluation of a starting researcher. c. Evaluation of supervisor activity within his career plan (a part will be regular evaluation of a mentor from the view of starting researcher). d. Career regulation JEPU, connected with Career plans of individual researchers and their workplaces.

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				e. Optimization of human resources management on JEPU with a regard on evaluation outputs based on career plans of individual researchers.
6. Processing of a Strategy of Science and Research at JEPU.	2, 3, 4, 8, 9	4Q 2019	Vice-rector for science	<p>Indicators: Realization of university wide discussion about strategy, supplied by the deputy of public management. Strategy is in correspondence with the government strategy of research:</p> <ul style="list-style-type: none"> a. Discussion with vice-deans for science of individual faculties and their forwarding in the field of science and research. Gathering of suggestions. b. Panel discussion about JEPU strategy substituted by all faculties, with participation of deputies from the region (Ústí nad Labem and the Ústecký region) and governmental deputies for Ústecký region c. Connection of JEPU strategy with national strategy of science and research (Innovation strategy CZ 2019-2030). d. Proposal of a strategy discussed in appropriate process, that means Academic Senate and the management of JEPU. e. Issue of a document Strategy of science and research. f. From January 2020, other activities connected: workshops, trainings (for example field of technology transfer). <p>Goals:</p> <ul style="list-style-type: none"> a. JEPU profile in the field of research and science in time. b. Setting up system of research tasks connections on Strategy of science and research on JEPU.
7. Establishment of an internal informational and educational portal for all researchers at JEPU.	2,7,9,31,32,38,39	2Q 2020	Head of HR Dpt.	<p>Indicators: Creation and launch of functional internal informational and educational portal for all researchers (with following implementation for all university employees).</p> <ul style="list-style-type: none"> a. Realization of survey, with a goal of defining the battery of individual educational panels. It will be supplied by a discussion with executive workers and experts, that also define educational circles. b. Survey will be done once a year. <p>Goals: Creation of an educational module in an internal information system (IMIS), that will be divided on 4 panels:</p> <ul style="list-style-type: none"> a. basic panel (offer of seminars, e-learning courses, internal norms of JEPU, Health Security field, management skills, ethical rules etc.) b. specialization panel (offer of educational in individual profession qualification requirements) c. panel of management – with a focus on leadership, mentoring etc.

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				<p>d. The panel of public education – JEPU will offer courses for public</p> <p><u>Connection with the wage system:</u></p> <ul style="list-style-type: none"> a. By all JEPU employees, card of education and expertise will be filled the way, to allow planning and recovery or an update of expertise b. Systematization of job offers will be supplied by the requirements for expertise. c. Possibility of educational overview export, for example for setting up career plan needs.
<p>8. Processing the internal JEPU regulation for technology transfer.</p>	<p>2,3,4, 8,9, 31, 32</p>	<p>3Q2020</p>	<p>Vice-rector for science, lawyer</p>	<p><u>Indicators:</u></p> <ul style="list-style-type: none"> a. Establishing an optimal personal occupation of Technology Transfer Centre (CTT) in a range of director (business development manager), lawyer specialising on intellectual property and administrative worker. b. Revision of current directive for intellectual property protection number 5/2010 (connection to CTT and solution for co-writing). c. Realize at least by 50% of all researchers a training, workshops focused on protection of intellectual property, lectures about sharing the good praxis (connected to action number 7). d. Rector appoints the advisory panel CTT, that consists of internal and external workers, that deal with the problematic of intellectual property. <p><u>Goals:</u></p> <ul style="list-style-type: none"> a. To strengthen systematically and by the competences the CTT as an executive service workplace for researchers. b. To set a way of cooperation with faculties. To process the methodology, for example for the field of open-access. c. Processing the working procedures of the Centre into the internal regulations. <p>UJEP</p>
<p>9. Creation of the Centre for the Child Care</p>	<p>24, 27, 28, 38</p>	<p>4Q 2020</p>	<p>Vice-rector for development and quality, dean of Faculty of Education.</p>	<p><u>Indicators:</u></p> <p>Creation of fully functional Centre for pre-school children (of researchers, employees and students of JEPU) care. Centre will be placed inside the Campus.</p> <p><u>Goals:</u></p> <p>Two effects of this benefit: Creating an environment for connecting the private and professional life for current and future researchers and other JEPU students and employees, with PF students being able to gain praxis here.</p>

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.

Currently, the selection and recruitment of researchers is being done based on an internal JEPU regulation – Tender regulation for researchers on JEPU, that is valid on whole university since 2013. Within the JEPU 2019-2020 action plan's 2. measure, modification of this document is now planned in 2Q 2019 with a goal of gaining the correspondence with the OTM-R principles (see action text 2.) and at the same time, with the principles of Charter and Code (mainly in area number 2 – Recruitment and selection).

Into this action within the Action plan are within the implementation committee included all deans of all faculties and there is an ongoing discussion throughout all levels and categories of researchers (R1-R4). During the following 2 years long implementation phase, we will be supplying the „OTM-R Checklist “with the specific indicators, eventually goals by each point of this pattern. This measure is necessary for future evaluation implementation state of HRS4R on JEPU. Fulfilling the principles regarding the area of OTM-R is currently being priority and we are aware, that the „gap “in this area, is quite big on JEPU. That is why we put an intense detailed effort to solving this matter.

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: not created yet

4. IMPLEMENTATION

General overview of the expected implementation process

The process of implementation is directed by the vice-rector for science, who is also a chairman of Implementation committee. Individual measures of Action plan have their own Focus Group with a guarantor (members if JEPU management) in charge. Guarantors are responsible for contextual and time fulfilling of specific action and direct the way and timetable of an activity of their Focus group. Within the Implementation committee/Focus groups, are working deputies from all faculties on all levels of researchers (R1 – R4). List of members is available [here](#). Monitoring organ of filling the timetable and plan of HRS4R process is Evaluation committee that consists of people, who are part of this process from the very beginning (January 2018). Specifically, it is the HR executive deputy, executive of internal audit, lawyer and project manager / referent of science and research. This committee has a regular meeting once in a month. Manner of work of an Implementation and Evaluation committee is available [here](#). Verification of filling the Action plan is done regularly and updated information are reported to JEPU management.

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>Implementation committee was appointed by rector in January 2019. Its chairman is the vice-rector for science. Each new measure has its own work group, so called Focus group, in which is guarantor in charge responsible for complying with the timetable of the action. Within the Focus groups are working researchers from all levels (R1 – R4) and all JEPU faculties are substituted. Manner and periodicity of meeting of individual Focus groups is set by the guarantor of the action, but the whole Implementation committee meets at least once per 2 months.</p> <p>Evaluation group was appointed by the rector in January 2019. Its members are the work group, that is in the process of HRS4R from its beginning in January 2018. This group regularly monitors the state of fulfilling the individual measures and prepares the basis for Steering group meetings. Management of JEPU are members of the Steering group, who decides about further progress and possible changes and hand over the stakeholder's reports. JEPU rector issued the „Verdict of committee establishment“ in January 2019, in which goals nad activities are described together with the way of action of both committees – see the document (https://www.ujep.cz/wp-content/uploads/2019/05/Establishment_IC_EC.pdf)</p>

Checklist	*Detailed description and duly justification
	Scheme of the way of action of committees and reporting to JEPU leadership is available (https://www.ujep.cz/wp-content/uploads/2019/05/Information-flow_IC_EC.pdf).
How do you intend to involve the research community, your main stakeholders, in the implementation process?	<p>Researchers from all faculties have a substitute in an Implementation committee and their assignment is to connect other workers on their faculties. That goes for both commenting and enforcing changes in praxis phase.</p> <p>Stakeholders is in a form of self-governing and other collective organs (Scientific council, Academic senate, Council for internal evaluation). At least once a year, they get submitted a report to commenting current state of AP implementation 2019-2020.</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>Already in 2Q of 2019, we are working on priority of our AP, that is a modification of a document presenting the HR policy on JEPU (The regulations of the selection proceedings for all categories of researchers at JEPU). This modification of a key HR document includes principles of OTM-R policy, which will be reflected into other strategic JEPU documents, so as into a research strategy of JEPU.</p> <p>Formulation of Research Strategy on JEPU is the sixth AP action of HRS4R implementation with a completion scheduled on 4Q of 2019. Overview of planned actions in AP 2019 – 2020 is mentioned above.</p>
How will you ensure that the proposed actions are implemented?	<p>To evaluate the process of implementation, Evaluation group was appointed (see the text above). Continuous outputs of evaluation of implementation will be discussed by the members of the leadership within the Steering group till completion of all indicators and goals of each AP measure. Those will be set in detail.</p> <p>There will be a survey done each year between researchers (R1-R4) within the whole JEPU and will be monitored, to what extent was the progress of perceiving the OTM-R policy by the researchers themselves. Outputs from the first survey, that happened during processing of GAP analysis of current state, are available on web pages of HRS4R.</p>
How will you monitor progress (timeline)?	Individual measures of AP 2019-2020 are processed on partial tasks with stating the terms and responsibilities. Evaluation group regularly evaluates fulfilling of specific milestones. Within the AP proposal, first measure was done that was planned on 1Q of 2019, so the timetable is fulfilled.
How will you measure progress (indicators) in view of the next assessment?	<p>During an implementation process of HRS4R, we will be repeating surveys through AP 2019-2020 among the researchers of JEPU. All categories from R1 to R4 will be taken into account, because we are aware, that researchers at different steps of career have different needs and priorities to be addressed. With researchers on all levels, controlled interviews will be implemented, that will give us more complete information or explanation of specific ambiguity resulting from gained data.</p> <p>During an implementation, we will be completing „OTM-R checklist“ of comprehensible indicators / targets in reference to each point from</p>

Checklist	*Detailed description and duly justification
	the list. This way, it will be possible to identify the rate of fulfilling the monitor indicators listed in AP 2019 – 2020.

Additional remarks/comments about the proposed implementation process:

In the whole preparation and realization of an Action plan process 2019 – 2020 and other following actions plans, checking and evaluation of all measures will be constant and their impact, so they correspond with the process HRS4R. University includes deputies of all faculties into this process, that includes new actions and edit of new internal regulations of all levels of organization division in a manner, to keep the principles of equal representation of all researcher levels, that are involved in creational activity on JEPU.

From the beginning of the year 2019, rector directs the Implementation and Evaluation committee, that are working on an implementation of HRS4R process on JEPU. The goal for us is to be an attractive employer for both external and current researchers and to motivate them to join our university. Area with the highest priority is in this starting period the inclusion of OTM-R policy into our personal strategy (mainly in the area of recruitment and selection of researchers) and to uphold the principles connected with it. We are aware, that it is still a long journey but we believe, that step by step, we will go in the right direction. Implementation of HRS4R is a living process, in which we will be regularly update or complete individual measures according to newly gained information. We consider as a positive feature, that JEPU management is the organ, that supports this process and also, we are pleased by increasingly bigger activity of our researchers in this field. We will be regularly informing all researchers and employees of JEPU about measures already implemented within the HRS4R and we are ready to listen and act with the regard on their comments.