Action Plan

draft approved by the Project Steering Committee

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draft approved by the Project Rector´s Advisory Board

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The CZU Action Plan was created as part of the Project

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Project name: **Strategic Setting of Human Resources Development at CZU¨**

The list of events listed in the Action Plan is focused mainly

on CZU academic and scientific staff

The aim of the project is to set up strategic management of research and development at the Czech University of Life Sciences Prague in accordance with the conditions of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (within HRS4R) and obtaining and maintaining the HR AWARD.

1.1 Activities

1. ETHICAL AND PROFESSIONAL ASPECTS					
1a Field of Ethics and Research					
Proposed measures / activities	Detailed description of the measure	Follow-up to GAP principles	Schedule	Department in charge	Indicators / targets
Update of the wording of the Code of Ethics and increase of awareness of the principles of research ethics	Update of the Code of Ethics in connection with the relevant principles of the Charter and the Code and in connection with the currently valid generally binding regulations and at the same time in accordance with the newly emerging documents in the field of research ethics.	2, 3, 6, 10, 31	12/2021	Working group for Research Ethics, Ethics Committee	Publication of an updated Code of Ethics.
Preparation of Good Research Practice Guideline (GRPG)	Creation of a GRPG document with basic rules with regard to the safe and proper performance of SR activities, taking into account the specifics of individual CZU Faculties. The document covers basic ethical rules with emphasis on intellectual property rights and authorship / co-authorship and includes a description of, for example, good laboratory practices, principles for submitting SR projects, their management and proper processing of data obtained from research, further discusses the importance of research for society, professional responsibilities (including contractual and legal obligations) and the promotion of quality research.	2, 3, 4, 7, 32	06/2022	Working group for Research Ethics, Ethics Committee	Published document: Good Research Practice Guideline
Increasing efficiency / Optimising the functioning of the Ethics Committee / New management structure	Creation of a new organisational structure of the Ethics Committee to ensure compliance with ethical principles in the field of research ethics and also in the field of ethics of interpersonal relations, moral principles and creative activity. The new structure will reduce the burden on this body. The new organisational structure will consist of the Ethics Committee and sub-bodies, which will deal with specific stimuli and needs of members of the academic community and CZU employees. To ensure the effectiveness of the Ethics Committee, a document will be created regulating the procedure for submitting and evaluating complaints and factual complaints.	2, 34	12/2021	Working group for Research Ethics, Rector's College	New appointment of bodies responsible for compliance with ethical principles not only in the field of research ethics, but also in the field of ethics of interpersonal relations and moral principles, issues of research ethics and creative activity.
Internal Guideline for filing and evaluating complaints	As part of the systematic solution for the provision of counselling services at CZU, especially services related to psychosocial counselling, crisis counselling and other services of a similar type, a new structure will be created to ensure communication, transmission, processing and evaluation of sent suggestions and notifications. The contact person will be directly subordinate to the Rector. This measure will be incorporated in detail into the document / directive concerning the assurance of transparency in the submission and evaluation of complaints, possible proposals and at the same time will help streamline the activities of Ethical Committee.	34	10/2021	Working group for Research Ethics, Rector's College, Working group for HR	Published document: Internal Guidelines for filing and evaluating complaints.

Update of the Rector's Directive No. 3/2014 on the protection of intellectual property at CZU	Update of the Rector's Directive No. 3/2014 on the protection of intellectual property at CZU in accordance with applicable legislation.	3, 31, 32	12/2021	Working group for Research Ethics, Centre for Innovation and Technology Transfer	Publication of an updated Directive
Raising awareness of the principles and processes incorporated in the Code of Ethics and other relevant internal documents and the GRPG	Following the update of the Code of Ethics, the Intellectual Property Directive, the Complaints Document and the GRPG, processes will be set up to continuously increase awareness and knowledge of the principles incorporated in the above documents: Inclusion of training in the Adaptation Process for new AR workers Raising awareness about the updated regulations through targeted training and workshops.	2, 3, 4, 6, 7, 10, 31, 32, 34	2022 Continuously throughout the year	Working group for Research Ethics	The training was included in the Adaptation Process. Number of training sessions / workshops carried out for AR workers R1-R4, carried out after the revision of the Code of Ethics, creation of GRPG and other relevant documents.

1b Career Code and Evaluation System

Proposed measures / activities	Detailed description of the measure	Follow-up to GAP principles	Schedule	Department in charge	Indicators / targets
Systematic introduction of the evaluation of the popularisation activity of the CZU AR workers into the CZU Career Code	Popularisation activities will be included as an element of evaluation and career progression within the prepared Career Code and Evaluation System (uniform framework for evaluation of AR workers within CZU).	9	12/2023	Working group for HR, vice-deans for Science and Research	Publication of the CZU Career Code update.
CZU Career Code = system / tool for personnel and career development	The Career Code will be developed for all levels of AR workers (R1-R4) and will define the basic steps and responsibilities for individual levels of AR workers with regard to their career development, of course, coherence with the evaluation system will also be ensured. Based on the Career Code, each AR worker will have an individual development plan prepared, which will be discussed with his superior, or mentor / advisor / trainer. The Career Code will be closely linked to the Catalogue of Positions.	9, 11, 13, 21, 22, 26, 28, 29, 33, 36, 37, 38, 39, 40	3/2022	Working group for HR, vice-deans for Science and Research	Published Career Code for CZU AR workers. Developed procedures for creating individual development plans. Number of training sessions realised for AR workers,
Evaluation system: setting up a uniform framework for the evaluation of AR workers	Setting up a uniform framework for evaluation of AR workers within CZU. Set up of basic evaluation principles, which will have a university-wide validity. Individual Faculties will be obliged to respect the defined basic principles. However they will be able to set specific details of the evaluation to reflect the conditions of the Faculty. This will lead to: • defining individual aspects of the Evaluation System; • defining the role and responsibilities of individual actors (employee, mentor, manager, etc.); • linking the Evaluation System to professional and career development and the related link to the educational strategy and the system of comprehensive training.	11, 26, 29, 37	12/2023	Working group for HR, vice-deans for Science and Research	Publication of a document setting out the rules for a uniform framework for the evaluation of AR workers within CZU. Number of training sessions / workshops realised for AR workers,
Creation of a methodology for the System of Evaluation of AR workers R2	The System of Evaluation of AR workers of level R2 will be developed in cooperation with AR workers and will take into account the specifics of individual Faculties. The	11	12/2023	Working group for HR, vice-deans for Science and Research	Publication of a document setting out the rules for a uniform framework for the

	Evaluation System will be closely linked to the Career Code.				evaluation of AR workers within CZU.
1c Dissemination, Exploitation of Research Results and Popularisation of Science					
Proposed measures / activities	Detailed description of the measure	Follow-up to GAP principles	Schedule	Department in charge	Indicators / targets
Strategies for the development of cross-sectoral cooperation	Setting up a strategy for the development of cross-sectoral cooperation related to the management of technology transfer processes, intellectual property management and the transfer of knowledge from the research environment into practice in cooperation with responsible Faculty Departments. Ensuring that relevant employees are informed.	8, 3,31,32	6/2022	Working group for Research Ethics, Centre for Innovation and Technology Transfer	Published document: Strategy for the Development of CZU Cross-Sectoral Cooperation. Number of training sessions / workshops carried out for relevant AR workers
Marketing strategy for promotion and dissemination	Setting up a marketing strategy for the promotion and dissemination of applied SR results in cooperation with Faculty Marketing Departments. Ensuring that relevant employees are informed.	8	6/2022	Working group for SR Popularisation, External Relations Department	Published document: Marketing Strategies for Promotion and Dissemination. . Number of training sessions / workshops carried out for relevant AR workers
Strategies for popularising science	1) Analysis of the external environment with the aim of finding out the position of CZU in relation to other universities in the Czech Republic and abroad in the field of communication of scientific projects and SR results. 2) Creating a Marketing and Communication Strategy and a system to support the popularisation of creative results. Implementation of the created strategy, especially establishing cooperation of responsible persons and departments across CZU Faculties. Ensuring that relevant employees are informed.	9	6/2022	Working group for SR Popularisation, External Relations Department	Published document: Marketing Strategies for Promotion and Dissemination. Number of training sessions / workshops carried out for relevant AR workers
1d Internal Guidelines: Strategies for Creation and Effective Internal Communication and Their Updating					
Proposed measures / activities	Detailed description of the measure	Follow-up to GAP principles	Schedule	Department in charge	Indicators / targets
Setting up effective internal communication within CZU - new Intranet	Setting up effective internal communication within CZU: Establishing and anchoring the process of internal communication and raising awareness of newly created or updated CZU internal documents and ensuring the implementation of newly set systems / rules / procedures. • creation of a modern communication platform, a new form of the Intranet interface with new modules (new Intranet); • introduction of a simplified system of internal documents; • easy and clear availability of regulations on the "new Intranet" for all employees; • introduction of the functionality of automatic electronic reminders / information in case of updating a specific document at the level of individual employees.	2, 3, 4, 5, 6, 7, 9, 10, 21, 24, 25, 26, 27, 28, 31, 32, 34, 36	10/2022	Working group for Internal Communication and setting up internal processes of CZU	Publication of a new internal communication platform,

Strategies for creating CZU Internal Guidelines	Preparation of a strategy for the creation of the CZU Internal Guidelines, which will take into account the need for participation of representatives of individual Faculties in the creation of these documents; updating of relevant Directives according to the set processes, especially the Update of the Rector's Directive 4/2017: System of Internal Guidelines. Ensuring all employees are informed.	5, 7	12/2021	Working group for Internal Communication and setting up internal processes of CZU	Published document. Number of trained employees.
Update of the Quaestor's Directive No. 1/2012 on Financial Control and the Internal Guideline for Financial Management within CZU and for Projects	Update of the above-mentioned Internal Guidelines in connection with the anchoring of the principles of data storage and access (except for the rules for handling data prepared in the framework of final theses). Ensuring all employees are informed.	6	6/2023	Working group for Internal Communication and setting up internal processes at CZU, the Economic Department and Faculty Secretaries	Publication of updated Directives. Number of trained employees.
Update of the Quaestor's Directive No. 3/2008 for the use of information and communication technologies, data backup	Quaestor Directive No. 3/2008 will be updated with regard to the requirements of the Charter and Code principles. Backup strategies related to possible disasters associated with information systems will be defined. Ensuring all employees are informed.	7	12/2023	Working group for Internal Communication and setting up internal processes at CZU, Department of Communication and Information Technologies	Publication of updated Directives. Number of trained employees.
Update of the Quaestor's Directive No. 19/2012 Familiarisation of employees with the Internal Guidelines of the employer	Update of the Quaestor's Directive No. 19/2012 Familiarisation of employees with the Internal Guidelines of the employer. Ensuring all employees are informed.	7	6/2022	Working group for HR, Working group for Internal Communication and setting up internal processes at CZU	Publication of updated Directives. Number of trained employees.

2. RECRUITMENT AND SELECTION

2a Internationalisation - Translation of CZU Internal Documents into English

Proposed measures / activities	Detailed description of the measure	Follow-up to GAP principles	Schedule	Department in charge	Indicators / targets
Internationalisation - translation of materials into English	Three levels of English translations: 1) within the framework of setting up effective internal communication; 2) within all documents related to OTM-R principles; 3) within the framework of Internal Guidelines. This process will be divided into individual stages. As part of the first stage, all updated documents will be translated into English as part of the implementation of assets from the Action Plan.	12, 13, 14, 15, 24, 25	9/2022	Working group for Internationalisation	Published documents into English.

2b Adaptation Process / Onboarding System

Proposed measures / activities	Detailed description of the measure	Follow-up to GAP principles	Schedule	Department in charge	Indicators / targets
Adaptation Process / Onboarding System	Preparation of a comprehensive and integrated Adaptation Process / Onboarding System: the process of training and adaptation of new AR workers at CZU. The process includes a set of mandatory introductory training sessions (CZU operation, Intranet, work with internal documents, benefits, career development, evaluation), assignment of a mentor / advisor, tour of the campus grounds. Creation of an adaptation manual for senior employees ensuring quality onboarding of new AR workers and its evaluation. Organisation of regular on-site tours of the campus in Czech and English for new employees. Welcome Centre employees will be trained in the newly created Adaptation Process.	2, 3, 4, 5, 6, 7, 9, 10, 11, 21, 22, 24, 25, 26, 28, 29, 31, 32, 33, 34, 36, 37, 38, 39, 40	9/2023	Working group for HR, vice-deans for SR	The Onboarding process is set up. Published adaptation manual. Number of trained employees.

2c Update of Internal Directives and Documents

Proposed measures / activities	Detailed description of the measure	Follow-up to GAP principles	Schedule	Department in charge	Indicators / targets
Update of the Internal Wage Regulation and the Catalogue of Positions	1) Creation of a Position Catalogue: Intended mainly as streamlining the title of individual positions within CZU with the recommended classification as per Euraxess (i.e. R1-R4). Coherence with the set Adaptation Process. The Catalogue of Positions will be linked to access rights to IT systems, the obligation to be informed regarding internal processes and documents, a Personal Development Plan from the employer's point of view, e.g. training, and the Evaluation System. 2) Update of the Internal Wage Regulation. 3) Ensuring coherence with the planned Career Code.	21	12/2021	Working group for HR, Human Resources Management Department	Created and published document
Update of the Rules of the Selection Process - Principles of Open, Transparent Recruitment at CZU	Update of the Selection Process Rules in accordance with the OTM-R policy principles and also with the new Career Code: • setting up motivational processes for recruitment of foreign AR workers;	12, 13, 14, 15, 16, 19, 27	3/2021	Working group for HR, vice-deans for Science and Research	Published document. Number of advertisements published on the Euraxess website. Number of trained employees.

	• obligation to publish advertisements for open AR workers' positions on the Euraxess website or ResearchGate, THEunijobs. Each published advertisement will contain a description of the working conditions and required knowledge in accordance with the wording of the Charter; • recognition of qualifications; • mandatory participation of an external person (from the public or private sector) in the Selection Committees for AR worker positions, focus on obtaining gender balance of the Selection committees.				
Update of recruitment documents with regard to OTM-R policy and recognition of mobility experience. Creation of an internal document describing the rules for the recruitment of AR workers in accordance with the OTM-R policy.	Update of recruitment documents with regard to OTM-R policy and recognition of mobility experience. Creation of a new Internal Guideline: Principles of Open, Transparent Recruitment of AR Workers at CZU, which will describe and set clear rules for setting up recruitment, selection and supervision in accordance with the OTM-R policy. Ensuring that relevant employees are informed.	18	3/2021	Working group for HR	Published document, Number of trained employees.

3. WORKING CONDITIONS AND SOCIAL SECURITY

3a Creation of a Welcome Centre

Proposed measures / activities	Detailed description of the measure	Follow-up to GAP principles	Schedule	Department in charge	Indicators / targets
Creation of a Welcome Centre	Creation of a Welcome Centre, i.e. a new employee hired by the Department of International Relations of the Rector's Office, who assists foreign workers with adaptation and orientation at CZU. Welcome Centre employees will be trained in the newly created Adaptation Process = Onboarding System.	24	6/2020	Working group for Internationalisation	The Welcome Centre is already operational.

3b Revised Access to Mobility

Proposed measures / activities	Detailed description of the measure	Follow-up to GAP principles	Schedule	Department in charge	Indicators / targets
Revised access to mobility	Revised rules for consideration of and access to mobilities in the Internal Guidelines related to the prepared Career Code and the Evaluation System. Active involvement in mobility will be linked to the Evaluation System and career development. Given the current trend and the use of modern technologies, virtual mobility options will also need to be considered.	29	12/2023	Working group for HR	Publication of a document setting out the rules for a uniform framework for the evaluation of AR workers within CZU.

4. TRAINING AND DEVELOPMENT

4b Processing of an Educational Strategy and System of Complex Training

Proposed measures / activities	Detailed description of the measure	Follow-up to GAP principles	Schedule	Department in charge	Indicators / targets

Processing of an Educational Strategy and System of Complex Training	A training system that will reflect the requirements of the Adaptation Process and Career Code to enable effective and practical achievement of career development. Within the new Intranet, a central record of training and trained individuals will be introduced. In cooperation with individual faculties, a list of mandatory and relevant training for AV staff at individual levels required for their work will be defined. The system will also include a level of training aimed at senior / experienced AV staff to play the role of trainers, leaders, mentors and advisors.	2, 3, 4, 5, 6, 7, 9, 10, 11, 21, 24, 26, 28, 29, 31, 32, 33, 36, 37, 38, 39	6/2023	Working group for HR, vice-deans for SR	Published document of educational strategy for CZU employees and ongoing educational activities. Central training record created. Defined list of mandatory and relevant training for AR workers.
Inclusion of the topic of ethics in a comprehensive training system	As part of the implementation of newly created / updated documents and a new organisational structure for the field of research ethics, the topic of ethics will be included in the mandatory training within the educational strategy of employees. At the same time, this topic will be part of the adaptation process = onboarding	2	12/2021	Working group for HR, Working group for Research Ethics	Educational activities created
Training of employees in effective forms of communication with the media and ways to popularise the results of creative activities	Based on the developed strategy for the popularisation of science, an educational seminar will be designed, focusing on effective forms of communication with the media and ways to popularise the results of creative activity, which will include a training strategy and a comprehensive training system.	9	12/2021	Working group for HR, Working group for Popularisation of SR	Educational activities created
Comprehensive OTM-R training system	Inclusion of OTM-R issues in the educational strategy and comprehensive training system (training of AR workers involved in the selection in OTM-R policy issues and changes made).	12, 13, 14, 15, 16, 17, 18, 19, 20	3/2021	Working group for HR	Educational activities created
Creation of a set of trainings for experienced AR workers with a focus on managerial skills, etc.	A set of training for experienced AR workers will be created with a focus on managerial skills, leadership and people management, motivation, effective feedback, stress management in the workplace, identification of burnout syndrome, project management, etc. The training of supervisors in managerial and pedagogical skills will be systematically included in the educational strategy of CZU employees and in the system of comprehensive training. Cooperation with subordinates and management of beginning AR workers will be integrated into the system of evaluation of AR workers.	37	12/2022	Working group for HR, vice-deans for SR	Educational activities created
Revision of internally provided pedagogical courses	An analysis of educational needs and demand for pedagogical and didactic education among AR workers in terms of quantity (i.e. those who need education) and quality (i.e. what is to be trained and in what form). In response, the corresponding offer and training capacities will be set.	33	6/2023	Working group for HR, Working group for Popularisation of SR	Educational activities created

	Subsequent evaluation of their contribution (perhaps after a six-month interval). If low added value is still identified, suitable external pedagogical courses will be identified.				
4c Uniform Standards of Obligations for Post-doctoral workers					
Proposed measures / activities	Detailed description of the measure	Follow-up to GAP principles	Schedule	Department in charge	Indicators / targets
Mentoring	The role of mentors and advisers will be defined in connection with the planned processing of the Career Code and with the setting up of the Adaptation Process / Onboarding System.	40	12/2023	Working group for Research Ethics, vice-deans for SR	Published document for mentoring.
Unification and publication of standards of duties for post-doctoral workers (with regard to the specifics of the field).	Uniform university-wide basic standards of duties for post-doctoral workers (with regard to the specifics of the field) will be created, which will then be developed, if necessary, according to the specifics of individual Faculties. The standards will be published on the Intranet when completed; this topic will be included in the Adaptation Process = Onboarding System. Linking standards to the processed Career Code and Evaluation System.	36	12/2023	Working group for Research Ethics, vice-deans for SR	Published Internal Guideline: Unification of Standards of Duties for Post-doctoral workers (with regard to the specifics of the field).

List of Abbreviations

EN	English Language
AR worker	Academic-Research worker
CZ	Czech Language
CR	Czech Republic
CZU	Czech University of Life Sciences Prague
OTM-R	Open, Transparent, Merit-Based Recruitment
Rules of the SP	Rules of the Selection Process
SR	Science and Research
SR	Science and Research
HR	Human Resources