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How do you know?

**Important message to institutions:**

**Site Visits:** All HRS4R in-house audits planned for 2021 will be conducted remotely with the consent of the host institution. Should your institution be at renewal stage, once you submit your self-assessment online via the e-tool, the EC will be in contact with you to set a date for the remote visit together with a panel of independent experts. Should the institution prefer a classic on-site visit, the audit will be postponed. Meanwhile, institutions involved in the process can continue using the HR Excellence in research award.

## Action Plan

**Case number:** 2018SK344028

**Name Organisation under review:** University of Zilina

**Organisation's contact details:** Univerzita 1, Zilina, Slovakia, 01026

**Submission date:** 23/09/2021

## 1. Organisational Information

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

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	1019.5
Of whom are international (i.e. foreign nationality) *	25
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	329.6
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	266.5
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	330.3
Of whom are stage R1 = in most organisations corresponding with doctoral level *	274

STAFF & STUDENTS	FTE	How do you know?
Total number of students (if relevant) *	7852	
Total number of staff (including management, administrative, teaching and research staff) *	1423.3	
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>		
	€	
Total annual organisational budget	99033387	
Annual organisational direct government funding (designated for research)	12590438	
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	16554674	
Annual funding from private, non-government sources, designated for research	3039344	

**ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)**

University of Žilina is university of technology with focus mainly in transportation, mechanical, electrical, civil, security and information technology engineering, as well as in humanities. The history of the University of Žilina began on 1 September 1953. University of Žilina has a burning ambition to continue in dynamic growth, to provide high quality education, to educate well-prepared and demanded graduates, to develop international cooperation in science, research and education; however, its major aim is primarily to provide space and opportunities for the young generation to discover new, to broaden horizons, to learn how to cooperate, communicate and respect each other.

**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.

**Note:** Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.



Strengths and Weaknesses (max. 800 words)

UNIZA admits having some reserves in the application of personal liability of employees in the field of legislation. There is insufficient responsibility of workers in applying the principles of protection against plagiarism and the protection of intellectual property. The shortcomings stem mainly from the lack of knowledge of the legislation by the employees, or their unwillingness to become acquainted with the existing laws in force in the area.

UNIZA has introduced the Code of Ethics for the university staff, to which the University employees commit themselves when starting their employment with UNIZA. The Code clearly defines the ethical aspect of the application of social responsibility, including responsibility for the working environment (waste management, energy saving, blood donation events). At present, UNIZA also has an Ethics Committee the aim of which is to deal with offenses linked to the Code.

The activities of the academic community and other employees of the university are based on adherence to and full respect for the principles of humanism, equal opportunities, gender equality, freedom, democracy, respect for the environment, but also good pedagogical and scientific research practice.

To a lesser extent, UNIZA utilises and disseminates research outputs not only to the surrounding environment but also within the university. As a measure, there has been the Science and Research Information System created with the aim to remove information barriers. It has begun to be used in practice already. However, it is necessary to involve all the researchers in the information dissemination strategy and to exert an influence on the managing authorities in order to make outcomes of the science and research activities founded by public resources available.

UNIZA struggles to actively involve the general public in the presentation of its activities. It regularly organizes presentations such as the Night of Researchers, Open Days at each faculty, Children's University, just to mention a few. The aim is to involve the public more closely in the strategy for the development of research activities.

The positive phenomenon is the increased level of involvement in foreign project activities and thus the exchange of experience and examples of good practice with foreign partners not only in the field of scientific research but also in the social sphere. Significant are also projects that are of lower scientific level, but on the other hand they are significant foreign popularization projects. These are mainly knowledge transfer projects in schemes Interreg, Tempus and the like.

The professional development of the university staff is ensured not only by the direct support of educational activities, but also by feedback from the application of the results of regular surveys of employees' awareness, motivation and utilization of human potential, satisfaction with the quality of the institution's management.



Strengths and Weaknesses (max. 800 words)

The entire selection process is transparent; advertisements are published on the Web and on the official noticeboard of the University. Priority when recruiting is given to employees from our PhD. students, or to the transfer of the internal staff. The recruitment of staff is carried out in accordance with the law and established internal directives approved by the Academic Senate of the University. In order to simplify the selection process, we have introduced the possibility of a selection procedure through SKYPE, which is mainly used by foreign candidates. As we do not have a career development scheme yet, candidates are not informed on their career prospects in job advertisements. Nonetheless, they are informed about the opportunities offered by the academic environment during interviews.

After an unsuccessful selection process, we do not automatically inform candidates of the strengths and weaknesses of their applications, however, applicants may ask for this information and subsequently they will obtain the information.

As far as the long-term career prospects for the PhD. students are not defined, but the university is genuinely interested in retaining the best of them, and is therefore always looking for ways how to maintain them for their scientific research activity, either at faculties, the Science Park and the Research Centre or the Research Institute of High Mountain Biology. At the University Science Park there are project and dissemination centres that help in creating Start-ups and Spin-offs.



### Strengths and Weaknesses (max. 800 words)

The University must strictly obey the clauses of the Act of Law No. 553/2003 on remuneration of certain employees performing work in the public interest. Under the law's real-world financial conditions, it is assumed that the financial rating of researchers often fails to reach the starting level of the graduate's starting salary in the business environment. This reduces the competitiveness of UNIZA at the labour market despite the very good working conditions and working atmosphere. This is manifested by the constant shortage of top researchers in particular.

The final decision on recognition of professional experience is upon a direct superior who evaluates the employee, according to relevant qualifications.

For existing researchers conducting the required performance, job stability is maintained and is higher compared to the business environment in Slovakia.

The university does not select its employees on the basis of gender or age. Depending on the nature of the research, however, certain workplaces require activity in specific working conditions (construction work, measurement institutions, etc.) that are not suitable for women. Overall, however, the share of men and women is balanced.

Thanks to the many different benefits of the Collective Agreement, employees have different advantages over other companies (flexible working hours, reduced working time in the summer season, additional 5 days of paid holiday, supplementary pension savings ....)

Employees have the opportunity to work for shorter working hours (part-time work). They can also take advantage of home-based work in case of higher professional qualifications or specific project work.

For researchers, a motivating factor is that in the University's terms of reference, co-authorship is stated precisely when disseminating scientific and research outcomes.

Employees have the opportunity to participate in various educational activities, conferences, trainings, language courses. They also engage in staff mobility within the ERASMUS project.

The university actively utilises EU funds in order to improve the technical equipment of its laboratories and workplaces, resulting in 2 excellent research facilities created, namely the University Scientific Park and the Research Centre.

Since September 2021, the counseling and career center UNIZA has been established, where we will provide counseling services for students and employees in the field of psychological and career counseling. It is also necessary to prepare a package of information for new colleagues to simplify and accelerate their adaptation process at the university.

Adaptive training for employees takes place on a monthly basis, where they will receive all basic information related to working at UNIZA and also a manual for new employees.



The university has a transparent allocation of funds for rewards, e.g. the Rector's Fund for rewarding excellent outcomes of the university staff, regardless of status, job position or gender. Rewards for outstanding scientific articles, patents, and other intellectual property items serve as a support for further publishing activities. Rewards are subdivided based on the amount of work accomplished.

The project activities of employees are rewarded right from the level of submission of a project there through UNIZA is supporting important activities of international scientific cooperation.

The university is trying to build a university community.



Strengths and Weaknesses (max. 800 words)

Training processes and support for the development of the personality of researchers are not fully developed at UNIZA. Mentors of incoming workers are guarantors of study programs and head of departments. Supervision in the field of research has not been introduced at UNIZA. Nonetheless, the quality of the processes and activities of individual creative workers is assessed on an annual basis at individual departments and other independent workplaces. The control activity is carried out in accordance with UNIZA's internal regulations and includes activities in the educational, scientific, research and other activities of the co-workers. The management processes are evaluated in the framework of proceeding of the scientific councils, advisory boards and the management of the departments and workplaces.

As part of its financial and staffing capabilities, the University creates conditions for researchers so that they have access to further professional, pedagogical and project training. Research and development activities are extensively implemented on the basis of orders from industry practice, allowing workers to be in direct contact with the problems and real needs of cooperating companies.

In the field of personal development of young workers on taking up employment, the auxiliary and control mechanisms are gradually being introduced. In the preparation phase there is the introduction of a personal supervisor for incoming researchers as well as the preparation of a special "training" designed for post-doctoral students upon taking up their duties as a teacher or researcher.

As part of the development of the UNIZA staff, active participation in scientific and professional seminars, conferences and other scientific and educational activities is fully supported. Special attention is paid in this area to PhDs and post-graduates in order to accelerate and simplify their professional development. The possibility of using a foreign internship supported by the ERASMUS program significantly contributes to the development of the employees at UNIZA as well.

Adaptive training for employees takes place on a monthly basis, where they will receive all basic information related to working at UNIZA and also a manual for new employees.

The process of employee development through managed and compulsory continuing education is also in the preparatory phase.

### 3. Actions

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

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s):

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

**Note:** Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

### Proposed ACTIONS

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#### Action 1

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Adaptation process for researchers

#### GAP Principle(s)

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Timing (at least by  
year's  
quarter/semester)

(+/-) 3. Professional responsibility

(++) 4. Professional attitude

(-/+ ) 5. Contractual and legal obligations

(++) 6. Accountability

(++) 7. Good practice in research

(+/-) 8. Dissemination, exploitation of results

2nd Quarter of 2022

(+/-) 15. Transparency (Code)

(++) 23. Research environment

(++) 38. Continuing Professional Development

(+/-) 39. Access to research training and continuous development



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<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
HR Department and The Institute of Lifelong Learning	Creation of a process of training sessions for new researchers including training of language skills and training on project documentation elaboration

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**Action 2**

Elaboration of an entry training for new employees

**GAP Principle(s)**

**Timing (at least by year's quarter/semester)**

(+/-) 3. Professional responsibility

(++) 4. Professional attitude

(-/+ ) 5. Contractual and legal obligations

(++) 6. Accountability

2nd Quarter of 2022

(+/-) 15. Transparency (Code)

(++) 23. Research environment

(++) 38. Continuing Professional Development

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

HR  
Department

Presentation during the entry training

**Proposed ACTIONS**

**Action 3**

Creation of a brochure for new employees including information for foreigners

**GAP Principle(s)**

(-/+ ) 24. Working conditions

**Timing (at least by year's quarter/semester)**

2nd Quarter of 2022

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

HR  
Department

Published Brochure for new employees

**Action 4**

Translation of essential documents on labour acts and internal regulations into the English language

**GAP Principle(s)**

**Timing (at least by year's quarter/semester)**

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>
( +/- ) 3. Professional responsibility	
( ++ ) 4. Professional attitude	
( -/+ ) 5. Contractual and legal obligations	
( ++ ) 6. Accountability	
( ++ ) 10. Non discrimination	
( ++ ) 12. Recruitment	
( +/- ) 13. Recruitment (Code)	4th Quarter of 2021
( +/- ) 15. Transparency (Code)	
( ++ ) 23. Research environment	
( -/+ ) 24. Working conditions	
( -/+ ) 26. Funding and salaries	
( -- ) 40. Supervision	
<b>Responsible</b>	
<b>Unit</b>	<b>Indicator(s) / Target(s)</b>

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**Responsible Unit**      **Indicator(s) / Target(s)**

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HR  
Department  
and The  
Institute of  
Lifelong  
Learning

Documents elaborated in the English language

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**Action 5**

Career Advice

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**GAP Principle(s)**

**Timing (at least by  
year's  
quarter/semester)**

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>
(++) 12. Recruitment	
( +/-) 13. Recruitment (Code)	
(++) 14. Selection (Code)	
(++) 16. Judging merit (Code)	
(++) 18. Recognition of mobility experience (Code)	
(++) 19. Recognition of qualifications (Code)	
(++) 20. Seniority (Code)	4th Quarter of 2021
( +/-) 22. Recognition of the profession	
(++) 23. Research environment	
( +/-) 25. Stability and permanence of employment	
(++) 28. Career development	
(++) 29. Value of mobility	
( +/-) 30. Access to career advice	
<b>Responsible</b>	
<b>Unit</b>	<b>Indicator(s) / Target(s)</b>

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Responsible Unit	Indicator(s) / Target(s)
HR Department and The Institute of Lifelong Learning	Creation of a career prospects process of the staff

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**Action 6**

Publication and endorsement of the principles of the European Charter for Researchers and the Code of Conduct for Recruitment of Researchers

**GAP Principle(s)**

- (++) 1. Research freedom
- (+/-) 3. Professional responsibility
- (++) 4. Professional attitude
- (-/+ ) 5. Contractual and legal obligations
- (++) 6. Accountability
- (++) 7. Good practice in research
- (-/+ ) 24. Working conditions

**Timing (at least by year's quarter/semester)**

1st Quarter of 2022

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

HR  
Department

Directive No. 200/2021 Amendment on Staff Regulations



Proposed ACTIONS		
<b>Action 7</b>		<b>Timing (at least by year's quarter/semester)</b>
Improving the quality of higher education through managed and compulsory continuing education.	<b>GAP Principle(s)</b>	
	( +/- ) 21. Postdoctoral appointments (Code)	
	( ++ ) 33. Teaching	
	( ++ ) 38. Continuing Professional Development	4th Quarter of 2021
	( +/- ) 39. Access to research training and continuous development	
	<b>Responsible</b>	
	<b>Unit</b>	<b>Indicator(s) / Target(s)</b>
	HR	
	Department	
	and The	Creating a training process for new researchers, including
	Institute of	language and project training.
	Lifelong	
	Learning	
<b>Action 8</b>		<b>Timing (at least by year's quarter/semester)</b>
Revision of the current Code of Ethics in accordance with the Charter and the Code.	<b>GAP Principle(s)</b>	

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<b>GAP Principle(s)</b>		<b>Timing (at least by year's quarter/semester)</b>
(++) 1. Research freedom		
( +/-) 3. Professional responsibility		
(++) 4. Professional attitude		
(++) 6. Accountability		
(++) 10. Non discrimination		1st Quarter of 2022
(++) 31. Intellectual Property Rights		
(-/+ ) 32. Co-authorship		
(++) 34. Complains/ appeals		
<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>	
Rectorate	Document	

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Proposed ACTIONS		
<b>Action 9</b>		<b>Timing (at least by year's quarter/semester)</b>
Revision of the annual evaluation of researchers.	<b>GAP Principle(s)</b>	
	( +/- ) 8. Dissemination, exploitation of results	
	( ++ ) 11. Evaluation/ appraisal systems	
	( +/- ) 15. Transparency (Code)	2nd Quarter of 2022
	( ++ ) 16. Judging merit (Code)	
	( ++ ) 20. Seniority (Code)	
	<b>Responsible</b>	
	<b>Unit</b>	<b>Indicator(s) / Target(s)</b>
	Rectorate	Document

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**Action 10**

Gender Equality Plan

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**GAP Principle(s)**

**Timing (at least by year's quarter/semester)**

(++) 4. Professional attitude

(++) 10. Non discrimination

(+/-) 15. Transparency (Code)

(+/-) 27. Gender balance

4th Quarter of 2021

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

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Rectorate

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**Proposed ACTIONS**

**Action 11**

New Kindergarten for employees

**GAP Principle(s)**

**Timing (at least by year's quarter/semester)**

(++) 23. Research environment

(+/-) 25. Stability and permanence of employment

3rd Quarter of 2022

(+/-) 27. Gender balance

**Responsible**

**Unit**

**Indicator(s) / Target(s)**

Rectorate

new kindergarten

**Action 12**

Promoting the reconciliation of private and professional life

**GAP Principle(s)**

**Timing (at least by year's quarter/semester)**

<b>GAP Principle(s)</b>		<b>Timing (at least by year's quarter/semester)</b>
(-/+)	5. Contractual and legal obligations	
(++)	10. Non discrimination	
(++)	12. Recruitment	
(+/-)	22. Recognition of the profession	
(++)	23. Research environment	permanent
(+/-)	25. Stability and permanence of employment	
(+/-)	27. Gender balance	
(--)	40. Supervision	
<b>Responsible Unit</b>		<b>Indicator(s) / Target(s)</b>
Rectorate		activities

**Action 13**

Awareness of employees about the Charter and Code

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>
(++) 1. Research freedom	
( +/-) 3. Professional responsibility	
(++) 4. Professional attitude	
(-/+) 5. Contractual and legal obligations	
(++) 6. Accountability	
(++) 10. Non discrimination	
( +/-) 15. Transparency (Code)	permanent
(++) 23. Research environment	
(++) 29. Value of mobility	
(++) 38. Continuing Professional Development	
( +/-) 39. Access to research training and continuous development	
(-- ) 40. Supervision	
<b>Responsible</b>	
<b>Unit</b>	<b>Indicator(s) / Target(s)</b>
Rectorate	activities

**Action 14**

Request for changes in relevant documents

**GAP Principle(s)**

**Timing (at least by year's quarter/semester)**

(++) 2. Ethical principles

(++) 12. Recruitment

(+/-) 13. Recruitment (Code)

(++) 14. Selection (Code)

(+/-) 15. Transparency (Code)

(++) 17. Variations in the chronological order of CVs (Code)

(++) 18. Recognition of mobility experience (Code)

permanent

(++) 19. Recognition of qualifications (Code)

(++) 20. Seniority (Code)

(+/-) 22. Recognition of the profession

(++) 35. Participation in decision-making bodies

(+/-) 36. Relation with supervisors

(-/+ ) 37. Supervision and managerial duties

(--) 40. Supervision



**Proposed ACTIONS**

<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
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Rectorate	document
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**Action 15**

Open Access Policy

**Timing (at least by year's quarter/semester)**

**GAP Principle(s)**

(++) 1. Research freedom

(++) 2. Ethical principles

(+/-) 3. Professional responsibility

(++) 4. Professional attitude

4th Quarter of 2022

(++) 6. Accountability

(++) 7. Good practice in research

(+/-) 9. Public engagement

<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
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Rectorate	Open Access Policy
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Unselected principles:

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. (max. 1000 words) \*

Open Recruitment Policy is a key element in our organization philosophy and we will use the Open, Transparent and Merit-Based Recruitment Toolkit and we are implementing the principles of Open, Transparent and Merit-Based Recruitment.

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 overall implementation process of the action plan: (max. 1000 words)

The steering committee that performed the Gap Analysis is also responsible for developing and implementing the HRS4R and the Charter and Code principles. It meets upon request, and is in charge of validating the implementation, revising the Action Plan, add actions, update actions, give priorities, atc. Reporting to the University Board and creating links with the university strategy. The steering group will prepare the meetings with the rector and publish useful information on the web site.

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

**Note:** Click on each question of the checklist to open the editor.

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How will the implementation committee and/or steering group regularly oversee progress?\*

How do you know?



Detailed description and duly justification (max. 500 words)

The implementation committee and the steering group will regularly overseeing all the progress.

Regular checks of individual processes at minimum intervals of one year will be implemented. In addition, human resource activities will be monitored at all levels of management and in all of the university. The steering group will be regularly informed of the results of the monitoring and will be in close contact with the UNIZA Quality Council.

How do you intend to involve the research community, your main stakeholders, in the implementation process?\*



Detailed description and duly justification (max. 500 words)

We will involve the research community and our main stakeholders in the implementation process regularly.


Regularly we will organize seminars and meetings.

We will involve one member of each researcher level from R1 to R4.

Assistance of the HR consultant will be welcomed.

We will obtain feedback from colleagues on various aspects of ongoing implementation and further activities required in the future.

All UNIZA staff will be thoroughly informed about the activities and the principles of its implementation. Individual workers will be guided to follow these guidelines in their work activities, and implementation will be regularly reviewed by university management.

How will you ensure that the proposed actions are implemented? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy. \* 

Detailed description and duly justification (max. 500 words)

The HRS4R is recognized in the organisation's research strategy, as well within the overarching of HR policy.

HR policy is centrally governed by the UNIZA Rector's position through HR department. Within faculties these management system hierarchy, as an unified management strategy is ensured.

How will you ensure that the proposed actions are implemented?\*

Detailed description and duly justification (max. 500 words)

Within the regular overseeing processes.

The HRS4R Action Plan will be implemented within the university policies through a decisions of the rector and vice-rectors. This decisions will also include processes and procedures for follow-up and indicators. There will be a requirement to include HRS4R activities in regular plans.



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How will you monitor progress (timeline)?\*

How do you know?



Detailed description and duly justification (max. 500 words)

Within the regular monitoring processes.

Regularly by holding meetings with staff academic / researchers and administrative (HR) to explain principles of Charter and Code and to check implementation process of actions in Action Plan.

By updating the documentation.



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How will you measure progress (indicators) in view of the next assessment?\*

How do you know?



Detailed description and duly justification (max. 500 words)

With the indicators named in the analysis.

In accordance with established indicators, their performance and the quality of their performance will be regularly evaluated. The measurement will focus not only on the nominal values of the indicators but also on the overall quality improvement of UNIZA HR policy as well as on the non-measurable elements of professional and human growth of university staff and on the quality of its research community.

Within the Long-Term Plan of the University of Žilina for 2021 - 2027 ( <https://www.uniza.sk/images/pdf/Profile-UNIZA-EN/Dihodoby-zamer-UNIZA-2021-2027-EN.pdf> ) we declare the university's focus in the area of Human Resources and Working Environment (Part 7) with the main topics:

- Support the career growth of employees.
- Ensure an adequate age and qualification structure of employees.
- Develop services and benefits for employees.
- Ensure a transparent system of selection, evaluation and remuneration of employees while respecting the code of ethics and relevant standards.

The indicators in this area within the Long-Term Plan of the University of Žilina for 2021 - 2027 are as follows:

- The proportion of academic employees (university teachers and researchers) in the total number of university employees.
- Qualification and age structure of university employees.
- Number of university employees who completed further education.
- Proportion of individual groups of university employees completing further education.
- Number of employee benefits.
- Number of employees using the benefits provided by the university.
- Number of meals provided in the catering facilities of the university.
- Average salary of an employee by category.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

There is direct link on the main web page for the strategy within the banners:

<https://www.uniza.sk/>  
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<https://www.uniza.sk/index.php/zamestnanci/rast-zamestnancov/strategia-ludskych-zdrojov-pre-vyskum/>

<https://www.uniza.sk/index.php/en/>

<https://www.uniza.sk/index.php/en/employees/employee-growth/human-resources-strategy-for-research>

How do you know?