

## Action Plan 2024 HRS4R UNIZA y.2024

|   | ACTIVITY  | GAP Principle(s)                          | GAP Principle(s)                     | GAP Principle(s)   | GAP Principle(s)   | GAP Principle(s) | responsible unit  | deadline             | all indicators   |
|---|---|---|--------------------------------------|--|--|------------------|---|----------------------|--|
| 1 | Increasing awareness regarding intellectual property rights                       | 2. Ethical principles                     | 3. Ethical principles                | 4. Ethical principles                                      |  |                  | Technology Transfer Center, Department for Science and Research   | summer semester 2025 | 1. Publication of the methodological guideline.  |
|   |   | 8. Dissemination, exploitation of results | 11. Evaluation/ appraisal systems    | 16. Judging merit (Code)                                   |  |                  |   |                      | 2. Training of at least 20 university teachers, researchers and PhD students aimed at intellectual property rights twice a year.   |
|   |   | 23. Research environment                  | 32. Co-authorship                    | 31. Intellectual Property Rights                           | 39. Access to research training and continuous development |                  |   |                      | 3. Continuous update of UNIZA subpage Technology Transfer Center, including good practice examples.  |
| 2 | Consolidating UNIZA's position in the European educational and research area      | 3. Professional responsibility            | 4. Professional attitude             | 7. Good practice in research                               |  |                  | Department for Science and Research, ERAdiate+  | 3Q/2025              | 1. Once a year, prepare an Informative Day for the employees and PhD students to acquaint them with ERA research possibilities and their prospective participation in cooperation with the Slovak Horizon Europe office. |
|   |   | 12. Recruitment                           | 13. Recruitment (Code)               | 39. Access to research training and continuous development |  |                  |   |                      | 2. Training of researchers in the development of research and innovation projects once a year.   |
| 3 | Internationalisation of the Working Environment                                   | 4. Professional attitude                  | 5. Contractual and legal obligations | 10. Non discrimination                                     |  |                  | Institute of Lifelong Learning, Department for Science and Research   | summer semester 2025 | 1. Relevant directives, methodological guidelines, instructions, and forms will be translated into English and published on the Intranet.  |
|   |   |   |                                      |  |  |                  |   |                      | 2. Continuous expansion of services at the EURAXESS Centre UNIZA   |
| 4 | Promote outputs of the main UNIZA achievements externally                         | 8. Dissemination, exploitation of results | 9. Public engagement                 |  |  |                  | Department for International Relations and Marketing  | 2Q/2025              | 1. Creating subpage on the UNIZA website aimed at promoting UNIZA's successes, including significant international projects and other activities.  |
|   |   |   |                                      |  |  |                  |   |                      | 2. Publication of methodology guideline regarding communication strategy.  |
|   |   |   |                                      |  |  |                  |   |                      | 3. Regular and timely promotion of UNIZA's successes on various university communication channels (Facebook, LinkedIn, Instagram).   |
| 5 | Independence and variability of employees' evaluation                             | 10. Non discrimination                    | 11. Evaluation/ appraisal systems    |  |  |                  | Department for Science and Research, Department for Information Systems   | February 2026        | 1. Publishing and updating methodological guideline on employee evaluation based on job classification.  |
| 6 | Integration of disadvantaged groups, especially at the beginning of their careers | 12. Recruitment                           | 30. Access to career advice          |  |  |                  | Institute of Lifelong Learning, Department for International Relations and Marketing, Counselling and Career Centre | 2Q/2026              | 1. Expansion of already established adaptive training to include newly recruited researchers from disadvantaged groups.  |
|   |   |   |                                      |  |  |                  |   |                      | 2. Publishing and updating the Directive on Professional Development of the UNIZA University Teachers  |
|   |   |   |                                      |  |  |                  |   |                      | 3. Publishing and regularly updating UNIZA scientific-research projects in progress, including the contact details of the principal investigator.  |
|   |   |   |                                      |  |  |                  |   |                      | 4. Offering a list of trainings for employees from disadvantaged groups.   |
|   |   |   |                                      |  |  |                  |   |                      | 5. Regular update and promotion of Counselling and Career Centre activities.   |

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| 7  | Introducing Age management at UNIZA                       | 21. Postdoctoral appointments (Code)                       | 22. Recognition of the profession       | 36. Relation with supervisors           |  |  | HR and Institute of Lifelong Learning  | 4Q/2026       | 1. Publication of Age Management Directive.   |
|    |   | 37. Supervision and managerial duties                      | 38. Continuing Professional Development |   |  |  |  |               | 2. Implementation of Age management principles into the UNIZA processes, aiming to support, maintain and develop the work potential of employees. |
| 8  | Talent retention at UNIZA                                 | 21. Postdoctoral appointments (Code)                       | 22. Recognition of the profession       |   |  |  | individual workplaces, Counselling and Career Centre, Institute of Lifelong Learning | November 2025 | 1. Publishing and updating UNIZA scientific-research projects in progress, including the contact details of the principal investigator.           |
|    |   | 25. Stability and permanence of employment                 | 36. Relation with supervisors           |   |  |  |  |               | 2. Offering a list of employee trainings conducted at UNIZA.  |
|    |   |  |   |   |  |  |  |               | 3. Once a year, evaluate the number of filled positions after completing doctoral study at UNIZA.   |
| 9  | Monitoring employees' needs                               | 9. Public engagement                                       | 23. Research environment                |   |  |  | HR, vice-rector for development, Institute of Physical Education                     | 2Q/2025       | 1. Survey on employee satisfaction and needs, with results published once in 2 years.   |
|    |   | 24. Working conditions                                     | 26. Funding and salaries                |   |  |  |  |               | 2. Updating, expanding and publishing employee benefits through UNIZA communication channels.   |
|    |   | 30. Access to career advice                                | 33. Teaching                            |   |  |  |  |               | 3. Offering a list of sports activities.  |
|    |   |  |   |   |  |  |  |               | 4. Opening up sports facilities to employees and students.  |
| 10 | Implement UNIZA EDI - equality, diversity, inclusion Plan | 10. Non discrimination                                     |   |   |  |  | UNIZA management, individual workplaces, HR  | 4Q/2025       | 1. Evaluating and updating the Gender Equality Plan once a year.  |
|    |   | 24. Working conditions                                     |   |   |  |  |  |               | 2. Introducing employees to the UNIZA Gender Equality Plan at the initial training.   |
|    |   | 27. Gender balance   |   |   |  |  |  |               | 3. Evaluating the number of women involved in selection process for a leadership position once a year.  |
|    |   |  |   |   |  |  |  |               | 4. Adding specific questions to the employee satisfaction and needs survey regarding the requirements of female employees.                        |
|    |   |  |   |   |  |  |  |               | 5. Training of senior staff aimed at discrimination and physical and psychological violence once a year.  |
|    |   |  |   |   |  |  |  |               | 6. Introducing the employees to the EDI plan.   |
|    |   |  |   |   |  |  |  |               | 7. Evaluation of EDI plan fulfilment once a year.   |
| 11 | Mentoring in professional development                     | 21. Postdoctoral appointments (Code)                       | 28. Career development                  | 36. Relation with supervisors           |  |  | individual workplaces, HR  | 3Q/2026       | 1. Introduction of a workplace mentoring system for new employees.  |
|    |   | 37. Supervision and managerial duties                      | 38. Continuing Professional Development | 40. Supervision                         |  |  |  |               | 2. Adding rules of mentoring programme into the Staff Regulations.  |
| 12 | Continuous education and career growth                    | 10. Non discrimination                                     | 13. Recruitment (Code)                  | 21. Postdoctoral appointments (Code)    |  |  | Institute of Lifelong Learning, HR, Technology Transfer Center, UNIZA management     | 1Q/2026       | 1. Publication of Directive called Career Development Strategy.   |
|    |   | 28. Career development                                     | 29. Value of mobility                   | 33. Teaching                            |  |  |  |               | 2. Offering a list of employee trainings conducted at UNIZA.  |
|    |   | 36. Relation with supervisors                              | 37. Supervision and managerial duties   | 38. Continuing Professional Development |  |  |  |               | 3. Training of senior staff in management skills conducted once every 2 years.  |
|    |   | 39. Access to research training and continuous development | 40. Supervision                         | 24. Working conditions                  |  |  |  |               | 4. Training for employees regarding communication and business skills, EQ, assertiveness... once every 2 years.                                   |

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|----|---|---|--|---|---|--|--|----------------------|---|
| 13 | Establishment of PhD Academy  | 21. Postdoctoral appointments (Code)          | 28. Career development                   | 37. Supervision and managerial duties                   | 38. Continuing Professional Development | 39. Access to research training and continuous development | Department for Science and Research  | August 2026          | 1. Establishment of PhD Academy.  |
| 14 | Installation of a system for the submission of suggestions and complaints | 2. Ethical principles                         | 15. Transparency (Code)                  |   |   |  | HR, control and internal audit officer   | December 2024        | 1. Updating the handbook for new employees by adding information about submitting suggestions/complaints.                     |
|    |   | 34. Complains/ appeals                        |  |   |   |  |  |                      | 2. Creating an electronic form for the submission of suggestions and complaints.  |
| 15 | OTMR UNIZA  | 12. Recruitment                               | 13. Recruitment (Code)                   | 14. Selection (Code)                                    |   |  | HR   | Septembre 2025       | 1. Monitoring the number of job vacancies published via Euraxess.   |
|    |   | 15. Transparency (Code)                       | 16. Judging merit (Code)                 | 17. Variations in the chronological order of CVs (Code) |   |  |  |                      | 2. Publication of OTMR UNIZA Directive.   |
|    |   | 18. Recognition of mobility experience (Code) | 19. Recognition of qualifications (Code) | 20. Seniority (Code)                                    |   |  |  |                      | 3. Re-training the members of selection committee in the sphere of unconscious bias displayed during the selection procedure. |
|    |   | 27. Gender balance                            | 10. Non discrimination                   |   |   |  |  |                      | 4. Explaining the unsuccessful candidates – after the selection procedure – why they were not accepted.                       |
|    |   |   |  |   |   |  |  |                      | 5. Evaluating the quality of the selection procedure.   |
| 16 | Ergonomics of the work environment and administrative burden              | 4. Professional attitude                      | 6. Accountability                        |   |   |  | Department for Information Systems, Economic Department and individual workplaces, Institute of Information and Communication Technologies | winter semester 2026 | 1. Doing an inventory and proposing steps to modernise UNIZA's computer technology and rooms.                                 |
|    |   | 7. Good practice in research                  | 23. Research environment                 |   |   |  |  |                      | 2. Creating a list of technical equipment open for sharing.   |
|    |   | 24. Working conditions                        |  |   |   |  |  |                      | 3. Introduction of entirely electronic distribution of documents.   |