

# Implementation

General overview of the expected overall implementation process of the action plan:

UNIZA management, the Rector's Advisory Board and the appointed HRS4R monitoring group shall ensure the implementation of the Action Plan (AP) and fulfilment of the individual objectives. The principal members of said group shall be chosen members of the Steering Committee and Working Group. Their selection process considers the organisational structure of UNIZA, gender balance, involvement of individual levels of R1-R4 researchers and employees of different specialist departments of the Rector's Office such as the Personnel Department, the Institute of Lifelong Learning, the Department for International Relations and Marketing, Department for Science and Research, Technology Transfer Center, and Department of International Research Projects - ERAdiate+. Designation of the individual objectives, responsibilities and timeframe for completion are directly defined in the AP and the HRS4R monitoring group shall oversee their implementation regularly every half a year during meetings. Here, individuals responsible for a given objective will be invited. Afterwards, at the Rector's Advisory Board and in the UNIZA Annual Report, the current state of the issue will be presented to the chairpersons of the HRS4R monitoring group.

The activities collectively reflect the strengths and weaknesses identified during meetings of the Steering Committee and the Working Group, through a GAP analysis, the OTMR checklist, and an employee survey.

The Action Plan implementation process shall include the following activities:

- simplifying the admission of both national and foreign applicants to the university by expanding the advertisement of all vacant research positions on the Euraxess portal, simplifying the acclimatisation of foreign employees by translating the necessary internal regulations into English, updating the handbook for new employees and ensuring its translation into English;
- regularly informing employees about the UNIZA Code of Ethics and expanding it to include examples of good practice.
- regular training of researchers on ethics and intellectual property rights, creating a platform for sharing information, procedures and best practices on research ethics;
- providing employees with regularly updated information regarding the existence, role and procedures of uniform UNIZA OTMR policy,
- continuous improvement of researchers' working conditions through benefits and the UNIZA collective agreement resulting in alignment of family and career life, improvement of access for researchers with disabilities, improvement of the status of PhD and postdoctoral students,
- the introduction of training programmes for different categories of employees and management staff.

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

UNIZA management, the Rector's Advisory Board and the appointed HRS4R Monitoring Group shall ensure the implementation of the Action Plan (AP) and the fulfilment of the individual objectives. Each activity of the Action Plan has clearly defined objectives and quantifiable indicators that can be monitored and evaluated.

Fulfilment of the individual objectives shall be overseen by the HRS4R monitoring group regularly every half a year during meetings. Here, individuals responsible for a given objective will be invited. Afterwards, at the Rector's Advisory Board, the current state of the issue will be presented to the chairpersons of the HRS4R monitoring group. Minutes and information regarding the current state of AP fulfilment shall be available and published on the Human Resource Strategy for Research website and via the in-house magazine Spravodajca (The Reporter) or informative screens within the UNIZA premises. The employee satisfaction survey, which will be performed once every 2 years, will also be an important element in determining the current situation at UNIZA.

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

When preparing the GAP Analysis, OTMR Analysis and Action Plan (AP) development, the university has established close cooperation with the scientific community. When selecting the Steering Committee and Working Group members, the organisational structure of UNIZA, gender balance, involvement of individual levels of R1-R4 researchers and employees of different specialist departments of the Rector's Office were taken into consideration. The HRS4R Monitoring Group established to oversee and monitor the implementation of the AP will consist of the Steering Committee and Working Group members. Further members shall be invited if needed.

All employees and researchers alike are and shall be kept informed continuously of all actions regarding the Human Resources Strategy for Research that UNIZA has taken or will take. This shall be achieved by utilising all available communication channels such as collective notices to employees, the in-house magazine Spravodajca (The Reporter), informative screens within the UNIZA premises, UNIZA website. An important aspect of employees' participation in the AP is the possibility to submit their own suggestions, either by participating in the monitoring group, via an employee satisfaction survey, or through an upcoming online discussion platform.

We plan to conduct and evaluate Employee Satisfaction and Needs Survey every 2 years. The last satisfaction and needs questionnaire was implemented with these questions. [https://www.uniza.sk/images/pdf/HRS4R/EN/07102024\\_HRS4R-InCITIES-2023-prieskum-EN.pdf](https://www.uniza.sk/images/pdf/HRS4R/EN/07102024_HRS4R-InCITIES-2023-prieskum-EN.pdf)

The following survey will include OTM-R questions at UNIZA, questions regarding activities planned in AP and Employee Satisfaction and Needs Survey.

## **How do you proceed with the alignment of organisational policies with the HRS4R?**

UNIZA's objective is to fully incorporate HRS4R procedures into its organisational human resources practices. We are prepared to implement the Charter and Code principles, and we fully encourage its related activities, as is incorporated even in the UNIZA Long-term Plan for 2021-2027. Here, we established – among other things – to develop standards for selection procedures and continuous education of university employees, to create a transparent, non-discriminatory and motivating work environment, design a plan for professional and career development and training programmes for each category of management employees, including the implementation of the planned AP activities and their self-assessment.

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

The university has established clearly defined indicators to measure the progress of implementation and to transparently evaluate the results of individual activities. These indicators will be monitored continuously by the HRS4R monitoring group and reported to the UNIZA management in line with the pre-agreed timetable. Vice-rector for International Relations and Marketing and Vice-rector for Science and Research – in close cooperation with the HRS4R Monitoring Group – shall be responsible for the preparation of the final version of the internal and external evaluation. A qualitative assessment of researchers' satisfaction with the implementation of the individual steps of the AP will also be conducted through an employee satisfaction survey. Here, researchers can comment on whether and to what extent the implemented measures have brought improvements to their subjective practice and suggest possible improvements. The main indicator of the required result shall be an increase in researchers' satisfaction with the implementation of the Charter and Code principles.

## **Additional remarks/comments about the proposed implementation process:**

UNIZA aims to ensure European standards in terms of the quality of the work environment for researchers and the clarity and transparency of the selection procedure. HR Excellence Award is considered to be a permanent commitment, which was also included in our Long-term Plan for 2021-2027, as well as subsequent internal university documentation.

UNIZA is part of the Pioneer Alliance, a European University Alliance, whose members support each other in setting up good practices at the universities according to European standards and policies.