ACTION PLAN

HRS4R

October 2018

Case number: 2018CZ330726	
Name Organisation under review: Mendel University in Brno	
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SUBMISSION DATE: OCTOBER 5, 2018

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, PhD. students either full-time or part-time involved in research	1157 (684 + 473 Ph.D students)
Of whom are international (i.e. foreign nationality)	64
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0
Of whom are women	418 (244 + 174 Ph.D students)
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	174
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	510
Of whom are stage R1 = in most organisations corresponding with doctoral level	473 Ph.D students
Total number of students (if relevant)	8743
Total number of staff (including management, administrative, teaching and research staff)	1 544
RESEARCH FUNDING (figures for most recent fiscal year)	*€*
Total annual organisational budget	43.294.714
Annual organisational direct government funding (designated for research)	27.165.544
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	15.172.083
Annual funding from private, non-government sources, designated for research	693.578
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
Mendel University in Brno (MENDELU) is the oldest independent higher education institution of its specialization in the Czech Republic. MENDELU has been the public higher education institution with a tradition of scientific and research activities since its establishment in 1919. In 2017, a total of 8743 students studied at MENDELU in 74 accredited study programmes (27 programmes were accredited in English language). MENDELU has 5 faculties and one University Institute - Institute of Lifelong Learning of Mendel University in Brno. The extent of research activities is reflected in the factual focus of research projects covering areas ranging from agriculture, horticulture, forestry and timber production, to economic issues, topics of sustainable development of regions, public administration, nanotechnology and environmental protection.	

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 (Summary of key elements, in more detail in GAP)
Ethical and professional aspects	**STRENGTHS:** 1. **Research freedom** is an inherent part of the MENDELU philosophy and existence, and it is also perceived as such by its staff. 2. MENDELU has created a general *Code of Ethics*, and is active in the field of ethics: it has designated a coordinator for academic ethics, participated in the establishment of the European network for academic integrity, an association dealing with ethics of research and the ethical principles of academics in general. 3. MENDELU puts paramount emphasis on **equal opportunities**. This aspect is an integral part of the philosophy and internal culture of the University and is continuously developed and supported in all current or planned strategic activities of the University. **WEAKNESSES:** 1. The *Code of Ethics* does not reflect all principles enshrined in the C & C. 2. There is no "*Code of Good Research Practice*" that would describe in detail the current philosophy of MENDELU within all relevant aspects of research work and all stages of research career R1-R4 (especially ethical consequences including modern forms of plagiarism, professional attitude, accountability, research integrity, dissemination and exploitation of results including open access and security). 3. At the University level, there is **no unified system of evaluation** of R2-R4 researchers. 4. There is **no strategy of cyber security** and no management of the process of comprehensive backup of all University data related to research. 5. The **web presentation** is unclear. This applies in particular to the information on national and institutional research regulations and also to the area of the description of the process of preparation, administration and termination of projects.
Recruitment and selection	**STRENGTHS:** 1. All **advertisements** to vacancies are posted sufficiently in advance (at least 30 days for academic positions) on the University and Faculty website. The vacancy notices contain a description of the required knowledge and skills, including specific requirements for the particular job position. **Variations in the chronological order of CV** and **mobility experience** are accepted as a valuable contribution; the **seniority** principle is valid. 2. The **administrative burden** on job candidates is kept as low as possible. 3. **Selection** of employees is carried out according to the internal regulations of the University and governed by the <u>Rules of Selection Procedure for the occupation of job positions at Mendel University in Brno for academic and non-academic staff</u>.

	4. Although there is no corresponding internal regulation, the **selection committees** are naturally gender balanced when being put together according to professional qualifications. 5. MENDELU puts paramount emphasis on **equal opportunities**; this is also valid in the recruitment process. **WEAKNESSES:** 1. MENDELU does not currently have any **OTM-R policy** created in line with C & C. 2. There are no clear **websites** on the positions offered. 3. There is **no uniform** style and content of **advertised positions.** 4. There is no **English version of the website** for applicants with all the necessary information for the recruitment process, job offers and working conditions at MENDELU. 5. The positions are not commonly published on **EURAXESS** or on any other international portal for researchers. 6. There are no guidelines regarding the **evaluation criteria for the recruitment**, which would lead to the best candidate being selected. 7. Low **transparency** of the selection process within selection committees (there are no University-wide rules to establish a selection committee, composition of the selection committee is not published, there is no description of the selection process, the minutes from the selection procedure do not need to justify the order of the candidates. 8. There are no guidelines for **judging merit**. 9. There is no formal anchorage and definition of the **postdoctoral status** at MENDELU.
Working conditions	**STRENGTHS:** 1. **Recognition of the profession** is a stable and integral part of the University's internal culture and philosophy. 2. Very good **research environment**: comprehensive premises, study rooms, libraries, an information centre, laboratories, a botanical garden and arboretum; the unique research centre Mendeleum and the Chateau park and landscape of the Lednice-Valtice Area (the Lednice-Valtice cultural landscape is considered to be the most extensive complex of the composed landscape in Europe); University's own training agricultural and forestry enterprise; very good SW and HW facilities for research; available access to principal research journal and information databases; excellent network connection not only at the University, but anywhere on the University grounds in the Czech Republic through the EDUROAM network 3. Working conditions at the University are at an above-standard level and are thus perceived by employees. It is possible to well reconcile **work and family life**: flexible working hours, the possibility of part-time jobs, the possibility of taking the sabbatical leave, the University's own **kindergarten** Hrášek; benefits are provided in the form of vacation longer than the standard length, contribution to the supplementary pension insurance and free consultancy in legal and social matters. 4. MENDELU has a very good level of **gender equality**: we can mention good representation of women in management, selection committees and University bodies. This aspect is an integral part of the philosophy and internal culture of the University, while preserving the primary criteria of the quality of the staff in individual positions. Gender equality is continuously developed and supported in all current or planned strategic

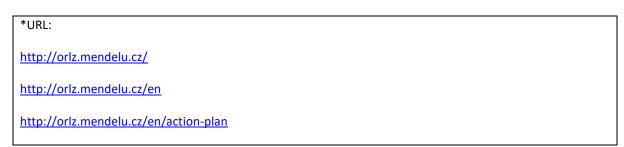|	
	activities of the University (currently, for example, equal opportunities in research mobility and the gender salary audit).
	5. The existence of the **Centre of Technology Transfer of Mendel University in Brno**, providing University-wide support in the area of intellectual property rights, protection and commercialisation of results.
	6. The existence of the **Institute of Lifelong Learning of Mendel University in Brno**, providing University-wide support in the area of education, training, professional and career counselling.
	WEAKNESSES:
	1. **Career development**: There is no comprehensive University-wide system of performance evaluation and personal development planning for research staff.
	2. Possibly inconsistent **weight of teaching** in current partial evaluations at MENDELU.
	3. The concept of the following interconnection is missing: performance evaluation – personal development planning (career development) – salaries strategy (with emphasis on clear criteria for determining the variable wage component).
	4. There is no definition of the process of **dealing with complaints** and the relevant web guide for employees.
	5. **Research staff - non-academics** have only limited opportunities to engage in the Faculty or University bodies.
Training and development	**STRENGTHS:**
	1. The **system of supervision for R1** researchers is at a very good level at the University. Supervisors are in charge of leading PhD students (R1): usually habilitated associate professors and professors; students work in research teams of their supervisors and receive regular consultations. Studying in doctoral study programmes is monitored and evaluated by councils for a particular discipline, appointed separately for each study programme; the entire supervision process for R1 is monitored, supervised and documented in the individual study plan of each PhD student.
	2. All MENDELU research staff is allowed **access to further education**. In addition to a number of educational actions organized at individual Faculties, employees can also choose from the courses offered by the the Institute of Lifelong Learning of Mendel University in Brno or take part in other educational actions outside MENDELU.
	WEAKNESSES:
	1. At present there is no comprehensive University-wide **system of performance evaluation and personal development planning** for researchers.
	2. There is **low awareness** of researchers about the opportunities for further education that the University currently offers.
	3. **Supervisors for R2 researchers** are not clearly defined; it is not specified what rights and obligations formally existing supervisors (heads of research teams, heads of institutes) have.

3. ACTIONS

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

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

*URL:

http://orlz.mendelu.cz/

http://orlz.mendelu.cz/en

http://orlz.mendelu.cz/en/action-plan

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:

Proposed ACTIONS	Details	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Ethics and Good Practice in research					
1.A Revision of the code of ethics (CoE)	Updating the general Code of Ethics for the University employees to form a compact piece of work together with the "Code of Good Research Practice" and to be in line with the MENDELU philosophy and principles enshrined in the C & C.	2, 3, 10	Q2/2019	Ethical Commission	• The Code of Ethics has been revised.
1.B Creating a "Code of good research practice" (CGRP)	Creating a "Code of Good Research Practice" as a detailed document specifically for researchers. The CGRP will mainly focus on the ethical consequences of research work including modern forms of plagiarism, the issues of professional attitude, accountability, professional responsibility, research integrity, dissemination including open access, and also the definition of the post-doctoral status at MENDELU and security aspects of research work. The aim is to create a comprehensive document summarizing the aspects and processes of the scientific work at	2, 3, 4, 6, 7, 8, 10, 21	Q4/2019	R&D Department	• The "Code of Good Research Practice" has been issued.

	MENDELU, which do exist at MENDELU but have not been clearly and/or unequivocally described yet.				
1.C Raising awareness of the principles and processes enshrined in the CoE and CGRP	After the CoE revision and CGRP creation, the awareness of their significance and content will be systematically raised by: 1. Introducing the process of familiarization with the principles and processes enshrined in the CoE and CGRP for PhD students at the beginning of their study and for new staff. 2. Raising the general awareness of the revised CoE and the new CGRP at the University through training sessions and workshops.	2, 3, 4, 6, 7, 8, 10, 21	Q1/2020	Department of Scientific and Pedagogical Information and Services	• The awareness raising / training system in the CoE and the CGRP has been created and published systematically for PhD students and researchers-newcomers. • The number of workshops / training sessions delivered to all R1-R4 researchers after the revision of the CoE and creation of the CGRP.
2. Improved Web					
2.A Research support section	A Research Support Section will be created. There, in one place, processes and procedures for good research practice at MENDELU will be clearly defined in sufficient detail (in direct connection with the individual chapters of the CGRP).	4, 5, 6, 7, 24	Q2/2020	R&D Dept. + Institute of Information Technologies	• Creation of the Research Support Section. • Creation of the English version of the Research Support Section. • URL of the new websites.
2.B Employee support section	The Czech web presentation of the labour-law aspects, University rules and working conditions of the researchers at MENDELU will be made clearer and a full-fledged English version will be created; related documents will also be translated.	24	Q3/2019	HR Department + Institute of Information Technologies	• URL of the modified Czech website. • Creating the English version of the Employee Support Section. • Number of documents translated into English.
2.C Improving visibility	The research website will be reorganized to make the offered	12, 13	Q4/2019	PR Department +	• URL presentation of vacancies on the website.

	positions more visible. The links to all appropriate information regarding the working conditions, research environment and recruitment policy will be in place. All the necessary information will be provided also in English.			Institute of Information Technologies	• Creation of web links to related websites. • Proportion of information published in English.
3. Implementing OTM-R practices					
3.A Advertising	Relevant research positions will be published on EURAXESS. New unified templates for advertising positions will be created: the goal is to provide the applicant with a complete picture on the position and related conditions and procedures. Other relevant job advertising tools will be considered.	12, 13, 15	Q2/2019	HR Department	• Formulation of Advertising Strategy. • Unified template for advertising research positions. • Number of offers posted on EURAXESS. • Number of offers posted on platforms other than EURAXESS or the MENDELU website.
3.B Rules of selection procedure	The new / revised Rules of Selection Procedure, which will introduce University-wide rules for the appointment and establishment of the selection committee. They will also include the rules for conducting the selection procedure including the setting up and evaluating of criteria and introducing a formal control of the entire process through a Checklist.	14, 15, 16	Q1/2020	Vice-rector for Quality Management and Human Resources	• Publication of the Rules of Selection Procedure. • Creation of the Checklist for Selection Procedure form.
3.C OTM-R policy published	Publication of the MENDELU OTM-R policy formulated on the basis of updated or newly-implemented measures.	12, 13, 14, 15, 16	Q3/2020	HR Department	• The OTM-R policy is published on the website in the Employee Support Section. • The OTM-R policy is available both in Czech and English.

4. Evaluation of employees and personal development plans					
4.A Creation of an evaluation concept	Creating a concept of work performance evaluation of researchers as a follow-up of the systems of motivation, remuneration and career growth with the link to the overall objectives of the workplaces and the long-term strategy of the University.	11, 28, 33	Q4/2019	Vice-rector for Quality Management and Human Resources	• The process of work performance evaluation has been described. • The evaluation form has been created.
4.B Personal development plans	Based on the evaluation of employees, the process of the personal development planning will be designed.	37, 40	Q2/2020	HR Department	• The description of the process of personal development planning within the employee evaluation is ready. • The form for the personal development plan and its evaluation is ready.
4.C Training of senior staff	Training of senior staff – administrators of personal development plans – focused on the conducting of the evaluating interviews, linking to personal development plans through the motivation system, remuneration and education of employees for employees' career development.	11, 28, 37, 40	Q3/2020	HR Department	• Relevant senior staff have been trained in the process of evaluation and personal development planning. • An additional E-learning course has been created to conduct an evaluation interview. • The support to the HR evaluation process by the department has been set up.

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.

Actions addressing the implementation of Open, Transparent, Merit–Based Recruitment principles

Action 1: Ethics and Good Research Practice

The consistently elaborated *Code of Ethics* and the *Code of Good Research Practice* will help to create a basic information base not only for existing employees, but also for applicants who can obtain a good idea of University culture, work environment and standardized research procedures clearly at one place. Together with *Action 2: Improved Web*: consistently elaborated and easily accessible information available both in Czech and English will make MENDELU more attractive as an employer for all potential applicants including researchers from abroad.

Action 2: Improved Web

The Action has a direct relationship with OTM-R, as it will ensure a clear layout and web presentation of all essential information from the area of labour law, working conditions, good research practice and legal obligations, both in Czech and English. Actions 2A Research Support Section and 2B Employee Support Section will provide a comprehensive information base that can be referred to in job advertisements and in the entire subsequent process of selection and recruitment of new employees. Action 2C Improving visibility is a direct OTM-R action, as it improves the presentation of vacancies on the MENDELU website, creates links with all relevant information provided by Actions 2A and 2B, and also provides a corresponding English version, making the vacancies offered available and more attractive to foreign applicants.

2B Employee Support Section will also include an area for publishing and updating the MENDELU OTM-R policy, which will be formulated within the AP and continuously built also during the following periods.

Action 3: Implementing OTM-R practices

This Action has a major impact; the main goal is to introduce practices that will make it possible to fill in the University's main Gaps in OTM-R.

Action 3A will create unified templates for advertising positions (item 11 in the OTM-R checklist), completely reflect the inclusion of all relevant information or reference links in the job advertisement (item 12 in OTM-R - checklist) and ensure the publication of positions on EURAXESS (item 13 in the OTM-R checklist). Within the Action, the advertising strategy for job offers will be formulated, within which other suitable job advertising tools will be analysed and possibly used (item 14 in the OTM-R checklist)

Action 3B directly responds to shortcomings in the area of Transparency and Selection Procedure. Within the Action, based on the extensive discussion with senior staff and researchers of individual Faculties, the Rules of Selection Procedure compliant with general OTM-R principles and adequate to the MENDELU specifics will be formulated (reaction to items 16, 17, 19 in the OTM-R checklist). The formulation of the checklist for internal reporting, which will record the individual phases of the Selection Procedure and verify their compliance with the Rules of Selection Procedure, will establish the necessary background for the process of handling any complaints (item 23 in the OTM-R checklist) and also for the future quality control system for OTM-R (item 5 in the OTM-R checklist).

Action 3C will ensure the formulation of the updated OTM-R policy and its publication in the Employee Support Section on the MENDELU website. Both Czech and English version will be published (item 1 in the OTM-R checklist). The OTM-R policy will be completed, fine-tuned and continuously updated over the coming periods.

Action 4: Evaluation and personal development plans

The existence of transparent evaluation with a link to the personal development plans will be presented in the Employee Support Section which will be beneficial for making the working conditions more attractive to all applicants.

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 implementation process:

Within the framework of the Action Plan, MENDELU will concentrate mainly on four areas where MENDELU sees - following the GAP analysis and the OTM-R compliance analysis (checklist) - the biggest conceptual gaps in compliance with the C&C: (1) Ethics & Good Research Practice: establishment, formalization and dissemination; (2) improving Web ; (3) the introduction and promotion of elements of the OTM-R policy; and (4) the creation of the Evaluation and Personal Development Plans concept. The goal is to create, over a period of two years, a solid basis by the steps undertaken in the framework of the Action Plan, which can be followed by developing or building other HR areas. Further to the above, mainly the issues of the post-doctoral appointments will be addressed in the following periods, as well as the completion of the MENDELU OTM-R policy, University-wide implementation of the Evaluation and Personal Development Plans concept, continuous development of access to research, training and professional development and a comprehensive programme for the adaptation of new staff.

Although in the area of gender equality, MENDELU does not have major deficiencies, MENDELU has been actively dealing with this issue and intends to continuously address this topic in this and subsequent implementation periods (specifically at present the gender salary audit as well as the concept for equal opportunities for mobility are being prepared).

This AP, through the actions that are already in progress or are being completed (in particular the preparation of a new wage regulation responding to low transparency of the variable wage component) and through the concept of follow-up actions over a five-year period, will cover the GAP points in which MENDELU has identified partial or insufficient implementation. The development of the points in which we have identified almost full or full implementation will be part of ongoing long-term activities of continuous improvement at the University.

In terms of time schedule: The AP is being established for the period of two years, from Q4/2018 to Q3/2020. The period of the first three months of the Action Plan (Q4/2018) will be devoted especially to the establishment of a permanent Working Group for implementation and the determination of a detailed time schedule and a technical sequence/interconnection of individual activities; documents that do not have the English version yet will be translated, and in connection with this, individual AP actions will be implemented within the completion dates specified in the AP.

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

How will the implementation committee and/or steering group regularly oversee progress?	Once the GAP analysis and the Action Plan, which is part of the HRS4R strategy, are submitted to the European Commission, the Steering Committee will appoint a permanent Working Group for HRS4R implementation. This Working Group will be responsible for launching individual actions from the Action Plan. The Working Group will be composed of the staff of individual departments involved in the implementation (HR Dept., PR Dept., R & D Dept., Institute of Information Technologies, Department of Scientific and Pedagogical Information and Services, Ethical Commission). In addition, researchers of all levels will also be part of the group (R1, R2, R3 and R4). It is expected that especially those people who have worked together to prepare the GAP analysis and the Action Plan will continue to work together and become members of the Working Group.
	The Steering Committee that will oversee the progress in the project will be the same as the one supervising the strategic process of creating the GAP and AP. The members will be: Vice-Rector for Research and Innovation, Vice-Rector for Quality Management and Human Resources, Vice-Rector for Educational Affairs, Head of HR Department, Head of R & D Department, Head of the Strategy and Quality Department.
	The meetings of SC will take place periodically during the meetings of university management. SC will establish the Working Group, initiated the HRS4R round tables with researchers, students and supporting staff, will oversee and analyse the process of the implementation based on particular actions of AP.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	Research staff at various levels (R1 – R4) **will be members of the Working Group**, which guarantees the participation of the research community in all activities of the Working Group. These staff will participate in the development and approval of new regulations, guidelines and other documents. In addition, the Working Group will inform – through the HR Department – all employees (the entire community of University's research staff) and the public about the current events and about the course of each action through regular articles in the internal online magazine Mendel news and on the ORZL.MENDELU website, in particular in the HRS4R section. Individual participants of the Working Group will work together to organize training sessions, seminars and workshops, if they are concerned by the relevant issues.
	Several times a year, the Vice-Rector for Quality Management and Human Resources will convene a **Round Table** where all heads of departments will be represented (about 60 people), who are key personnel to build the strategy of their respective workplaces and are in charge of the development of individual researchers.
	Another way how research staff can obtain information about HRS4R, influence steps and actions related to this strategy and provide feedback is the **Town Hall Meeting**, which will be held under the auspices of the Vice-Rector for Quality Management and Human Resources as needed, probably twice per year.

	The HR Department will develop and conduct further **surveys** of different scopes in order to gain the views of as many staff as possible.
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.	The mere fact that MENDELU seeks to obtain the HR Award demonstrates a clear commitment to include the principles presented in the C & C, including the OTM-R policy, in the University's human resources strategy. Four members of the Steering Committee are at the same time in the top management of the university (rector and three vice – rectors). These people are together creating the strategy of the whole MENDELU. As the manager for the entire HRS4R process at MENDELU is the Vice-Rector for Quality Management and Human Resources (the position was created in 2018), it is guaranteed that the University's strategic documents will not omit the information about the HRS4R implementation, as it is one of the priorities of the University management. The Vice-Rector is part of the University's top management and meets regularly the Vice-Rector for Research and Innovation and the Vice-Rector for Strategy to collaborate on the creation of MENDELU's "vision and mission", ensuring that the HRS4R strategy will have its irreplaceable importance in further shaping the human resource management strategy at the University. The steps of this plan are aimed at ensuring clear visibility of the HRS4R principles and their reflection not only in the University's internal regulations, but also in the minds of the employees (e.g. Ethics and Good Practice in research), which will result in a positive formation and change of the culture at our University.
How will you ensure that the proposed actions are implemented?	Progress in implementing measures will be continuously monitored and evaluated through the establishment of quarterly targets. The working group will be required to report on the progress of each action quarterly to the Steering Committee. If it is found that the planned action cannot be continued for the newly appearing reasons, it will be necessary to provide the Steering Committee with a reasonable justification and adopt measures to remedy the problems arisen.
How will you monitor progress (timeline)?	The Working Group is fully responsible for monitoring the progress of the Action Plan, including the corrective measures needed to achieve the Plan's objectives in the event of delays, obstructions or changes in circumstances. An internal review will be carried out by the Steering Committee once a year from the date the Action Plan is implemented. It will be based on the three-month reports of the Working Group and on the analysis of the progress in the Action Plan. In addition, researchers including all levels (R1 - R4) will be consulted with respect to the implementation of the Action Plan. MENDELU is also part of a group of public universities in the Czech Republic seeking to receive the HR Award; this group meets regularly several times a year to exchange views, draw inspiration

	and possibly make use of measures that have already taken place elsewhere and have received positive feedback. At the same time, the HR Department staff are in contact with several HR departments at foreign research institutions that were already awarded the HR Award several years ago in order to develop international cooperation in the area of HR and to gain feedback from their institutions to the MENDELU's actions being prepared. This is partly a form of mentoring (e.g. BOKU University in Vienna, University of Antwerp).
How will you measure progress (indicators) in view of the next assessment?	The actions where indicators are clearly set will be evaluated numerically in individual years so that the numbers can be compared in the future. Where creating internal regulations, methodologies, brochures, etc., are concerned, the result will be the document itself. The assumption is that in 2020, i.e. about 24 months after the survey conducted in 2018 among all employees, another survey will be conducted and will include also questions regarding the progress made in the HRS4R implementation. Several Town Hall Meetings will take place with the Vice-Rector for Quality Management and Human Resources that will be attended by researchers at all levels; there, they will be able to express their views on the HRS4R implementation.

Additional remarks/comments about the proposed implementation process:

Action 1: Ethics and Good Research Practice

Key implementation elements will include (1) good compliance of the CoE and the CGRP in the area of ethics, with the CGRP focusing in detail on ethical aspects of research; (2) the comprehensive CGRP content from the point of view of relevant C & C topics; (3) time alignment of the implementation steps when the Ethical Commission and the R & D Department will cooperate as professional workplaces and the HR Department as a coordinating workplace.

Implementation steps

1. Discussion over individual topics of ethics in science and research activities: the Ethical Commission, the plenary of researchers
2. Creation of a complete list of the CGRP chapters
3. The revision of the Code of Ethics in accordance with C & C and following the content of the CGRP
4. A workshop of University management and Faculties management on individual CGRP chapters
5. A compilation of the final CGRP form including the results of the workshop
6. Discussion over the final CGRP form with the plenary of researchers, including comments
7. Presentation of the new Code of Ethics to the University Senate
8. Presentation of the CGRP to the University Senate
9. Awareness raising: workshops/training sessions for existing R1-R4 researchers
10. Introduction of the training system for the newly emerging R1-R4

Action 2: Improved Web

In the implementation process, the cooperation of the organizational units the R & D Department and the HR Department with the website manager will be crucial. The R & D Department and the HR Department will also work on the creation of the concept and content of the Research or Employee Support Section. With respect to the scope of the agenda that needs to be included in the new web section and which requires detailed translation, and also with regard to the current degree of completion of both areas, we assume that the work on the Research Support Section will be more time consuming.

Implementation steps

1. The concept of creating the Research Support Section (RSS) directly linked to the CGRP and the concept of the Employee Support Section (ESS)
2. Creating a web architecture of the Sections and the start of continuous development of individual parts
3. Identification and ongoing acquisition of necessary translations into English
4. Completion of the ESS including a full-fledged English version
5. Creating a new web structure in the Career section, increasing the clarity, availability and visibility of research job offers
6. A web-link concept of linking to adequate labour-law information (the ESS) and research information (the RSS) will be created
7. Completion of the RSS including a full-fledged English version
8. Implementation of web links from the Career section, linking to the overall website architecture, debugging, launching

Action 3: Implementing OTM-R practices

The OTM-R policy of the University will be published as a result of all the efforts made during the two-year AP with respect to implementing principles of OTM-R. This will be the initial formulation of the MENDELU OTM-R policy that will be continuously improved in the following periods with respect to all OTM-R aspects not incorporated within this AP. Particularly, within the follow up actions, the strong focus will be on the selection and evaluation phase, OTM-R awareness raising and training.

The first and rather quickly implemented step within the implementation will be the advertisement at Euraxess. On the other hand, the formulation of the Rules of Selection Procedure will require a longer-term involvement, as this action will require detailed communication and discussion with both senior staff and common researchers. Publishing the OTM-R policy will then follow the complete finalization of the Rules of Selection Procedure.

Implementation steps

1. Opening discussion with senior staff and researchers on the topic of *the Rules of Selection Procedure* in conjunction with the C & C principles
2. Creating unified templates for advertising positions at MENDELU
3. Formulation of advertising strategy
4. Starting the advertising of all relevant positions on EURAXESS
5. Starting the advertising of all relevant positions on any other relevant platforms
6. Processing the results of discussions, drafting formal *Rules of Selection Procedure*
7. Presentation to the managements of the Faculties and of the University, getting feedback
8. Creating the final *Rules of Selection Procedure*

9. Submitting the Rules of Selection Procedure to the MENDELU Senate
10. Developing the Checklist for Selection Procedure
11. Formulating the primary OTM-R policy based on the existing OTM-R elements at MENDELU
12. Publication of the OTM-R policy on the University website

Action 4: Evaluation and personal development plans

The aim is to create a University-wide concept of the **performance evaluation and personal development plans** linked at the same time to career development planning and the systems of motivation and remuneration.

The **training of senior staff to conduct evaluation interviews** should take place as mandatory seminars for all senior staff. The on-line course will be developed and provided to refresh knowledge and as an option for permanent source of information.

Implementation steps

1. Discussion with senior staff and the plenary of common researchers over each area under evaluation
2. A workshop for University and Faculties management to ensure the interconnection of the evaluation system and content with the institution's strategic objectives
3. Preparation of the performance evaluation process, including the description of responsibilities
4. Preparation of the concept of personal development plans, including a link to the performance evaluation process
5. Discussion with senior staff and the plenary of common researchers over the concept of personal development plans
6. Formulation of a comprehensive performance evaluation concept - personal development plans and getting feedback
7. Preparation of forms for performance evaluation and personal development plans
8. Adoption of the relevant internal regulation
9. Training of senior staff in the process, in conducting the employees' performance evaluation and in working with personal development plans (including the preparation of the on-line course)