

Action Plan

Case number: 2018CZ353848

Name Organisation under review: Tomas Bata University in Zlin, Faculty of Applied Informatics

Organisation's contact details: Nad Stráněmi 4511, Zlín 5, Czech Republic, 76005

Submission date: 21/11/2018

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 * | 103.2 |
| Of whom are international (i.e. foreign nationality) * | 6.4 |
| Of whom are externally funded (i.e. for whom the organisation is host organisation) * | 0 |
| Of whom are women * | 15.6 |
| Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. * | 21.25 |
| Of whom are stage R2 = in most organisations corresponding with postdoctoral level * | 34.4 |
| Of whom are stage R1 = in most organisations corresponding with doctoral level * | 16.8 |
| Total number of students (if relevant) * | 1390 |
| Total number of staff (including management, administrative, teaching and research staff) * | 126.7 |

| RESEARCH FUNDING (figures for most recent fiscal year) | € |
|--|----------|
| Total annual organisational budget | 4203038 |
| Annual organisational direct government funding (designated for research) | 1619269 |
| Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding) | 747961 |
| Annual funding from private, non-government sources, designated for research | 290307 |

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

The Faculty of Applied Informatics, TBU in Zlín - as the evaluated organisation, represents a stable research and education organisation which, thanks to its component – the CEBlA-Tech Regional Research Centre, realises scientific, research and innovation activities with a defined professional portfolio, mainly focused on Information Technology applications in the implementation of Advanced Industrial Control Systems; including implementation of Mechatronic and Robotic Systems into Commercial Security Technologies including Cyber Security aspects, and the development of Advanced Waste Treatment Technologies. Apart from these research activities, carried out in the form of project solutions from various R&D fund providers - and very often in connection with industrial enterprises in the form of Contractual Research, it also provides educational activities in the same professional portfolios. It educates - based on constantly revitalised states of current knowledge university-level specialists in the above-mentioned areas, at all levels of university studies - Bachelor, Master and Ph.D. degrees. The above-mentioned research activities are particularly important for the Ph.D. programme, since its students are directly involved in resolving specific problems and issues - the best become potential future staff of the Research Centre.

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.

Ethical and professional aspects ▼

Strengths and Weaknesses (max. 800 words)

Based on the GAP analysis, both the FAI/CEBIA-Tech management findings and the evaluation of the opinion of a large part of its staff obtained through a questionnaire lead to the result that in this part of the principles, the following ones can be considered as the strengths: Research Freedom, Ethical Principles, Professional Responsibility, Good Practice in Research, and Non-discrimination. On the contrary, the weakest spots are seen by the applicant in the following principles: Dissemination and Exploitation of Results, and Public Engagement. The other principles of this group are in the average, i.e. Professional Responsibility, Professional Attitude, Contractual and Legal Obligations, and Evaluation/Appraisal Systems. The aim of some activities of the established Action Plan will be to set up the applicant's internal legislative conditions and, in this respect performed educational activities for increasing the awareness of the applicant's researchers in all categories. Emphasis will be put on the principles that fall into the weaker and weak aspects of the candidate in this issue. It is assumed that, on the basis of greater awareness of the employees, there will also be greater interest in employment in the organization of the applicant.

Recruitment and selection



Strengths and Weaknesses (max. 800 words)

The applicant is very interested in recruiting high-quality post-graduate and junior researchers into already existing research teams. In connection with the principles of the Charter and the Code in the field of Recruitment and Selection, the applicant considers the strengths in the principles of Recognition of Qualifications, Seniority, Recognition of Mobility Experience, and Variations in the Chronological Order of CVs. The Postdoctoral Appointments are considered to be a significant weakness, but this is linked to the financial possibilities of the applicant. The remaining principles, i.e., Recruitment, Selection, Transparency, and Judging Merit are considered to be satisfactory by approximately one-third of the applicant's employees. From this analysis, it follows the activities of the Action Plan to reinforce the average sides and weaknesses in the recruitment of the new employees, including acceptance of experienced researchers in the concerned research portfolio of the evaluated organization. The activities represented by these principles are carried out at the workplace of the evaluated applicant by a central organization, TBU in Zlín, in the long term. The activities of the Action Plan will focus on bringing this issue closer to the applicants' own research staff, and amendments to the internal legislation of TBU in Zlín will be required. The role of the management of evaluated organization under the scope of its strategic management will be to have a greater impact on the recruitment of new employees.

Working conditions



Strengths and Weaknesses (max. 800 words)

Even in this area, based on the analysis of the current state of the evaluated organization, stronger and weaker aspects were outlined in terms of the principles of the Charter and the Code. The principles of Recognition of the Profession, Working Conditions, Gender Balance and Co-Authorship are considered to be stronger. The principles of the Research Environment, Stability and Permanence of Employment, Funding and Salaries, Career Development, Access to Career Advice, Teaching, and Complaints/Appeals appear to be weaker. Fulfillment of these Charter principles and the Code are currently at the lowest level, especially the principles of Stability and Permanence of Employment and Funding and Salaries. Both principles can be fulfilled only by the very good work of the management of the evaluated organization, which consists of obtaining quality projects and good cooperation with the industrial environment. These activities are included in the Action Plan in terms of organizational management, but also other staff, training activities on the strategic management of the organization being evaluated. The focus of these activities will be aimed in particular on the strategy of research activities, commercialization of outputs of research, development and innovation activities, achieving the international dimension of research activities and significant visibility of all research activities of the evaluated organization. To a great extent, educational activities will be carried out for all the researchers of the organization in terms of acquiring the habits and principles of preparing successful grant applications and applying the achieved high-quality results. The remaining principles Value of Mobility, Intellectual Property Rights, and Participation in Decision-Making Bodies are fulfilled on average, and there is room for improvement in the work of both the management of the organization and its employees.

Training and development ▼

Strengths and Weaknesses (max. 800 words)

The principles of the Charter and the Code in this group are set in principle on average. The fulfillment of the principles of professional education, i.e., Continuing Professional Development, and Access to Research Training and Continuous Development are considered by the evaluated organization as the stronger points. The principle Relation with Supervisors has been assessed as an average, and control principles – Supervision and Managerial Duties, and Supervision – as below average. Here, the Action Plan also sets out activities to strengthen these principles of the proper functioning of the research organization by training the management of the evaluated organization as well as the leaders of research teams. The principles will be embedded in internal legislation that will be extensively trained across the entire staffing of the evaluated organization.

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): <https://fai.utb.cz/en/about/hrs4r/>

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:

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

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|------------------|------------------|--|------------------|--------------------------|
|----|------------------|------------------|--|------------------|--------------------------|

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|---|--|--|---|--|
| 1 | Creating the Statutes for the FAI/CEBIA-Tech research organisation incorporating the Charter and Codex principles | (+/-) 1. Research freedom (+/-) 5. Contractual and legal obligations (+/-) 6. Accountability (+/-) 7. Good practice in research (+/-) 10. Non discrimination (+/-) 11. Evaluation/ appraisal systems (+/-) 16. Judging merit (Code) (+/-) 17. Variations in the chronological order of CVs (Code) (+/-) 19. Recognition of qualifications (Code) | March 2019 | HR implementation team - dean FAI, director of the CEBIA-Tech | The letters (a-g) stated below represent supported indicators that are attached in general Comments to Gap Analysis, OTMR & Action Plan document. Supported indicators: a), b) Target result: Document-internal legislative standard The GAP analysis found that fulfilling a number of principles and rules related to the activity of the R&D organization would be easier if a legislative standard of this type existed. At present, at FAI, there is a legislative norm "Statute" that focuses primarily on the educational activities of the workplace. There is no consistent definition of rules for scientific research activities. To date, CEBIA-Tech Research Center has been managed on the basis of the Center's management and management rules, which have been defined in an international project to build the Center. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|---|--|--|---|---|
| 2 | Creating the Ethical Codex for the research organisation in accord with the European Charter for researchers and the Codex of Behaviour for recruiting researchers and its implementation into the FAI/CEBIA-Tech legislative norms | (+/-) 1. Research freedom (+/-) 2. Ethical principles (+/-) 3. Professional responsibility (+/-) 4. Professional attitude (+/-) 5. Contractual and legal obligations (+/-) 6. Accountability (+/-) 7. Good practice in research (-/+) 8. Dissemination, exploitation of results (+/-) 9. Public engagement (+/-) 10. Non discrimination (+/-) 11. Evaluation/ appraisal systems | March 2019 | HR implementation team – team member - coordinator of Ethical Aspects and Approach RO | Supported indicators: a),b),e) Target result: Document-internal legislative standard A separate component of the above Code will be the FAI / CEBIA-Tech Code of Ethics, which includes the ethical principles of the Charter and the Code. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|---|---|--|---|--|
| 3 | Actualisation of the TBU in Zlín Ethical Codex for researchers and its Implementation into the TBU in Zlín Statutes | (+/-) 1. Research freedom (+/-) 2. Ethical principles (+/-) 3. Professional responsibility (+/-) 4. Professional attitude (+/-) 5. Contractual and legal obligations (+/-) 6. Accountability (+/-) 7. Good practice in research (-/+) 8. Dissemination, exploitation of results (+/-) 9. Public engagement (+/-) 10. Non discrimination (+/-) 11. Evaluation/ appraisal systems | March 2019 | HR implementation team – team member - coordinator of Ethical Aspects and Approach RO, FAI Academic Senate, TBU Academic Senate | Supported indicators: a),b),e) Target result: Document-internal legislative standard At the same time, in cooperation with the second Research Centre, which is also entering the HR Award process, an updated HR Code of Ethics for the two organisations - Tomas Bata University in Zlín – in order to fully comply with the European Charter. This actualisation will be discussed by the university management and the Academic Senate and will be ready for implementation into the TBU in Zlín Statutes. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|---|---|--|---|---|
| 4 | European Charter Educational Activities for researchers | (+/-) 1. Research freedom (+/-) 2. Ethical principles (+/-) 3. Professional responsibility (+/-) 4. Professional attitude (+/-) 5. Contractual and legal obligations (+/-) 6. Accountability (+/-) 7. Good practice in research (-/+) 8. Dissemination, exploitation of results (+/-) 9. Public engagement (+/-) 10. Non discrimination (+/-) 11. Evaluation/ appraisal systems | from March 2019 continuously once a year | HR implementation team - study vice-dean FAI - teaching | Target group by indicator c), d) Within the context of this educational activity, the organisation's research staff will be introduced to the principles of the Code, including case studies. This training will increase the awareness of DSP researchers and students about European key documents. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|--|---|--|---|--|
| 5 | Codex of Behaviour Educational Activities for researchers for recruiting researchers | (+/-) 12. Recruitment (+/-) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code) (+/-) 16. Judging merit (Code) (+/-) 17. Variations in the chronological order of CVs (Code) (+/-) 18. Recognition of mobility experience (Code) (+/-) 19. Recognition of qualifications (Code) (+/-) 20. Seniority (Code) (-/+) 21. Postdoctoral appointments (Code) | from March 2019 continuously once a year | HR implementation team - study vice-dean FAI - teaching | Target group by indicator c), d) Within this educational activity, the organization's researchers will be introduced to the principles of the Code, including case studies. This training will increase the awareness of DSP researchers and students about European key documents. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|--|--|--|---|---|
| 6 | Educational Activities An Ethical and Professional Aspects approach of the research organisation to research activities | (+/-) 1. Research freedom (+/-) 2. Ethical principles (+/-) 3. Professional responsibility (+/-) 4. Professional attitude (+/-) 5. Contractual and legal obligations (+/-) 6. Accountability (+/-) 7. Good practice in research (-/+) 8. Dissemination, exploitation of results (+/-) 9. Public engagement (+/-) 10. Non discrimination (+/-) 11. Evaluation/ appraisal systems | from March 2019 continuously once a year | HR implementation team - study vice-dean FAI - teaching | Target group by indicator c) Within the framework of this educational activity, research staff of the organisation will gain a deeper understanding of the principles oriented on the ethical and professional aspects, including case studies. This training will include topics – like for instance, the right of freedom in research, ethical principles, professional responsibility, professional approaches, work responsibilities, non-discrimination, etc. By aide of this, the subconscious awareness of the target groups about the European key documents which are the basic precondition for changes associated with the implementation of the Charter and Codex into the activities of the supported component entities and their research staff. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|--|---|--|---|---|
| 7 | Creating a Methodological Conception in support of post-doctoral staff | (+/-) 3. Professional responsibility (-/+) 21. Postdoctoral appointments (Code) (-/+) 30. Access to career advice (-/+) 33. Teaching (+/-) 38. Continuing Professional Development (+/-) 39. Access to research training and continuous development | June 2019 | HR implementation team - research vice-dean FAI - coordinator of DSP students and post-doctoral workers | Supported indicators: a),b),e) Target result: Document-internal legislative standard A Work Methodology will be created with students in the Ph. D. study programme, accredited on the assessment of the FAI/CEBIA-Tech research organisation. The aim of the establishment of this methodology will especially be to increase the quality and competitive abilities of Ph.D. students at this workplace in the scientific, research and innovation fields. |
| 8 | Educational Activities Professional development of young researchers – students in the DSP and post-doctoral programme with the aim of improving the competitive abilities in research, development and working practise | (+/-) 3. Professional responsibility (-/+) 21. Postdoctoral appointments (Code) (-/+) 30. Access to career advice (-/+) 33. Teaching (+/-) 38. Continuing Professional Development (+/-) 39. Access to research training and continuous development | from June 2019 continuously once a year | HR implementation team - research vice-dean FAI - coordinator of DSP students and post-doctoral workers | Target group by indicator c) The content of these educational activities is to increase the professional competence of Ph.D. students, post-doctoral staff and young researchers (up to 5 years after being awarded their Ph.D.). |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|---|--|--|---|---|
| 9 | Creating rules and regulations in support of the Mentoring Programme for students in the Ph.D. Studies, the Post-doctoral and beginning research staff programmes | (-/+) 30. Access to career advice (-/+) 33. Teaching (+/-) 38. Continuing Professional Development (+/-) 39. Access to research training and continuous development | June 2019 | HR implementation team - research vice-dean FAI - coordinator of DSP students and post-doctoral workers | Supported indicators: a),b),e) Target result: Document-internal legislative standard Within the framework of this activity, rules and regulations will be developed for the creation of Mentoring Programmes for the target groups of Ph.D. students, post-doctoral students and young researchers (within 5 years of being awarded their Ph.D.). The aim of these rules will be the closest and deepest involvement of these young researchers at the start of their career to existing and successful research teams. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|--|---|--|--|---|
| 10 | Personnel assuring the coordination of the mentoring program in the context of the research organisation | (+/-) 38. Continuing Professional Development (+/-) 39. Access to research training and continuous development | June 2019 | HR implementation team - dean FAI - coordinator of the Recruitment of Researchers to RO, research vice-dean FAI - coordinator of DSP students and post-doctoral workers | Supported indicators: a),b),e) Target result: Document-internal legislative standard For Mentoring Programmes, the most important and the most complicated conditions for their successful viability is their link with the provision of quality mentors. Within the framework this activity, rules and regulations will be established for the creation and evaluation of mentoring positions with the help of both internal staff (directly from the evaluated organisation), and the research organisation staff of the superior entity - TBU in Zlín, and great emphasis will be placed on the possibility of at least short-term periodical involvement of mentors from abroad. It will also include the concept of supporting the professional leadership of young researchers - including postdoctoral positions, the setting of appointment rules - including the maximum length and objectives of appointment and, career development options with a view to long-term career progression. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|---|--|--|---|---|
| 11 | Educational Activities Realisation of the mentoring programme | (-/+) 30. Access to career advice (+/-) 36. Relation with supervisors | from June 2019 continuously once a year | HR implementation team research vice-dean FAI - coordinator of DSP students and post-doctoral workers, study vice-dean FAI - teaching | Target group by indicator c) The content of this educational activity is to increase the professional competencies of postdoctoral students and young scientists (within 5 years of obtaining their Ph.D.) in the project and managerial activities fields, which are a prerequisite for their further professional development. |
| 12 | Actualisation of the FAI/CEBIA-Tech Career Rules | (+/-) 28. Career development | September 2019 | HR implementation team - dean FAI. director of the CEBIA-Tech | Supported indicators: a), b) Target result: Document-internal legislative standard As part of this Action Plan step, the FAI Career Regulations will be updated that originated at the time of the start of the CEBIA-Tech Regional Research Centre in 2011. New aspects will be included in the update, based on the level of development of the evaluated organisation, as well as the aspects arising from the Charter and Codex principles. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|---|--|--|--|--|
| 13 | Creating a Methodology for strengthening the representation of women in research and measures in support of newly re-engaged research male/female staff in research activities after a time-lapse | (+/-) 10. Non discrimination (+/-) 27. Gender balance | September 2019 | HR implementation team – team member - balanced working conditions and gender equality | Supported indicators: a), b) Target result: Document-internal legislative standard A methodology will be developed to strengthen the representation of women in R&D and the implementation of gender equality of male and female staff as well as workers in rated organisations and measures to support the reintegration of male/female research staff into the R&D activities after a pause of some kind. Part of the methodology will also include the creation of a plan to support training in the field of equality in the career development of researchers. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|---|--|---|---|--|
| 14 | <p>Educational Activities</p> <p>The rules and regulations regarding Gender Equality in accord with the attainment the highest possible quality Research and Development results with the inclusion of a view to assuring the development of the young generation; and the reintegration of research staff upon completion of their maternity leave</p> | <p>(+/-) 10. Non discrimination</p> <p>(+/-) 27. Gender balance</p> | <p>from September 2019 continuously once a year</p> | <p>HR implementation team – team member - balanced working conditions and gender equality</p> | <p>Target group by indicator c), d) A methodology for the empowerment of men and women in R&D will be developed. Within this educational activity, information will be provided on the methodology of gender equality implementation of research organization staff while maintaining equal opportunities for all male/female staff. Emphasis will be placed on securing undisturbed childcare for the research organisation's staff, including job security when returning from parental leave.</p> |
| 15 | <p>Creating a plan in support of education and training in the field of the balanced professional development of male / female research staff</p> | <p>(+/-) 38. Continuing Professional Development</p> <p>(+/-) 39. Access to research training and continuous development</p> | <p>December 2019</p> | <p>HR implementation team – team member - balanced working conditions and gender equality</p> | <p>Supported indicators: a), b) Target result: Document-internal legislative standard Under this activity, rules will be laid down to support the training of researchers of the research organizations evaluated. These rules will, in addition to expertise, ensure equal access to the activities for all researchers.</p> |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|--|--|--|---|--|
| 16 | Creating a Training plan and expanding the knowledge and skills of managerial and other relevant staff in the research organisation who assure the functioning of specialised fields of activities, e.g. Human Resources, Financial Management, etc. | (+/-) 12. Recruitment (+/-) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code) (+/-) 16. Judging merit (Code) (+/-) 17. Variations in the chronological order of CVs (Code) (+/-) 18. Recognition of mobility experience (Code) (+/-) 19. Recognition of qualifications (Code) (+/-) 20. Seniority (Code) (+/-) 26. Funding and salaries | December 2019 | HR implementation team – dean FAI - coordinator of the Recruitment of Researchers to RO, study vice-dean FAI – teaching, recruitment department TBU | Supported indicators: a),b),e) Target result: Document-internal legislative standard As part of this activity, a plan will be developed to increase the knowledge and capabilities of management staff, research organisation management staff, HR organisational staff and other relevant staff of the research organisations providing specialised areas of activity, including organisational and financial management. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|--|--|--|---|---|
| 17 | Educational activities Knowledge and skills of management and other relevant staff in the fields of Human Resources based on the principles of Open, Transparent, Merit-based Recruitment (OTM-R) | (+/-) 12. Recruitment (+/-) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code) (+/-) 16. Judging merit (Code) (+/-) 17. Variations in the chronological order of CVs (Code) (+/-) 18. Recognition of mobility experience (Code) (+/-) 19. Recognition of qualifications (Code) (+/-) 20. Seniority (Code) | from December 2019 continuously once a year | HR implementation team – dean FAI - coordinator of the Recruitment of Researchers to RO, external psychologist | Target group by indicator c), d) Within the context of this educational activity the professional competencies of the HR personnel will be increased, with an emphasis on ensuring the implementation of the OTM-R principles in the running of the research organisation. It also includes education in the field of Gender Equality. |
| 18 | Educational Activities Increasing knowledge and skills in the field of Financial Management | (+/-) 26. Funding and salaries | from December 2019 continuously once a year | HR implementation team - financial manager, finance department TBU | Target group by indicator c), d) Within the context of this educational activity the professional competencies of the HR personnel will be increased, with an emphasis on ensuring the implementation of the OTM-R principles in the running of the research organisation. It also includes education in the field of Gender Equality. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|---|--|--|---|---|
| 19 | Educational Activities Job Offers in research organisations, working conditions and the social assurance of staff who are a component of the research organisation | (+/-) 23. Research environment (+/-) 24. Working conditions (+/-) 25. Stability and permanence of employment (+/-) 26. Funding and salaries | from December 2019 continuously once a year | HR implementation team - administration manager | Target group by indicator c), d) Within the framework of this training activity, research staff will become more familiar with ethical and professional principles, including case studies. Topics such as recruitment, selection, transparency, recognition of qualifications, the research environment, working conditions, gender balance, complaints and appeals, etc. will be included in the training. This training will enhance the awareness of the target group on European key documents, which is the basic prerequisite for adopting changes related to the implementation of the Charter and the Code into the activities of the supported component elements and their research staff. Target group: Researchers, Ph.D. students, management staff of supported components. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|--|---|--|---|---|
| 20 | Elaboration of a Managerial Educational Methodology for staff in the research organisation, and this especially in the Strategic Management and Change Management fields | (+/-) 34. Complains/ appeals (+/-) 35. Participation in decision-making bodies (+/-) 36. Relation with supervisors (+/-) 37. Supervision and managerial duties | December 2019 | HR implementation team - dean FAI, director of the CEBIA-Tech | Supported indicators: c), d) Target result: Document-internal legislative standard Legislation will set up norms, including a management training methodology for the research organisation's executives - in particular. in the areas of strategic management, change management and crisis analysis, including crisis management strategies in the strategic management of the research organisation. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|---|---|--|---|---|
| 21 | Educational Activities Education and training in the Professional and Strategic Management fields of the research organisation, including their controls | (+/-) 36. Relation with supervisors (+/-) 37. Supervision and managerial duties (+/-) 40. Supervision | from December 2019 continuously once a year | HR implementation team - dean FAI, director of the CEBIA-Tech | Target group by indicator c), d) Educational activities will focus on the area of the managerial education of executives of research organisations - especially in the strategic management and change management fields. On the basis of these activities, prerequisites will be created for updating and implementing the Sustainable Development Strategy of the research organisation to determine the overall vision of the research organisation in the short, medium and long terms, its development and investment objectives, and the concept of R&D activities, including the allocation of budgetary resources to their security. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|--|---|--|---|---|
| 22 | Creating a support system for education in the Managerial Style field in the framework of the research organisation with an emphasis on the creation of a Motivational Mechanism for the realisation of research and development | (+/-) 22. Recognition of the profession (+/-) 23. Research environment (+/-) 24. Working conditions (+/-) 25. Stability and permanence of employment (-/+) 33. Teaching (+/-) 38. Continuing Professional Development | March 2020 | HR implementation team - study vice-dean FAI - human resources, research vice-dean FAI - research environment | Supported indicators: a),b),e) Target result: Document-internal legislative standard A system in support of the training of the employees of the evaluated organisation in the field of management methods will be created from the management of sub-group research groups up to larger, closely co-operating and yet more specialised management teams to the management level of the research organisation. Motivational tools will be created that impact on the quality of research activities in order to achieve the highest quality and most valuable results of research activities. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|--|--|--|---|---|
| 23 | Actualisation and implementation of a Sustainable Development Strategy for the research organisation, which shall determine the overall vision for the research organisation in the short-term, medium-term and long-term timeframe, its developmental and investment aims and a concept for research and development activities, including the allocation of budgetary resources able to support them | <p>(+/-) 38. Continuing Professional Development</p> <p>(+/-) 39. Access to research training and continuous development</p> | March 2020 | HR implementation team - dean FAI, director of the CEBIA-Tech - professionalism | Supported indicators: a), b), e) Target result: Document-internal legislative standard This continually updated activity aims to stabilise the research organisation by regularly defining the strategic objectives of professional sustainable development in the workplace. It is anticipated that procedures will be define for setting short-term, medium-term research, development and innovation activities with close links to grant resolutions of various R&D providers, including links to industrial research - and at the same, time long-term visions and the direction of research activities for the future. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|--|---|--|--|--|
| 24 | Actualisation of an Assessment Methodology for the research organisation and research teams | (+/-) 4. Professional attitude (+/-) 11. Evaluation/ appraisal systems | June 2020 | HR implementation team - research vice-dean FAI - research environment | Supported indicators: a), b) Target result: Document-internal legislative standard The development methodology of the concept of the internal evaluation of the research organisation and the evaluation of the research teams taking into account the specificities of the research centres will be updated. It will be based on national procedures for evaluating the results of science and research and will be implemented in the evaluation system for researchers supported by the applicant's superior component - TBU. |
| 25 | Educational Activities Rules and regulations for the assessment of the research organisation | (+/-) 11. Evaluation/ appraisal systems | from June 2020 continuously once a year | HR implementation team - research vice-dean FAI - research environment | Target group by indicator c), d) The educational activity will focus on an updated internal methodology for the evaluation of the results of the research, development and innovation activities with documentation of the importance of individual outputs. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|--|---|--|--|---|
| 26 | Educational Activities Creating high-quality publication outputs | (-/+) 8. Dissemination, exploitation of results (+/-) 31. Intellectual Property Rights (+/-) 32. Co-authorship | from June 2020 continuously once a year | HR implementation team - research vice-dean FAI - research environment | Target group by indicator c) Educational activities will be focused on the presentation of scientific, research, innovation and development results in the form of high-quality publishing outputs in the categories evaluated by the Government Council within the Evaluation of Results of Research Organisations. The methodology shall cater for searching for suitable journals and conferences with regard to the detailed rate of their evaluation within the indexation databases. |
| 27 | Educational Activities A Project Preparation Methodology with a high probability of their acceptance by providers of financial resources | (+/-) 4. Professional attitude (+/-) 5. Contractual and legal obligations (-/+) 8. Dissemination, exploitation of results (+/-) 31. Intellectual Property Rights (+/-) 32. Co-authorship | from June 2020 continuously once a year | HR implementation team - dean FAI, director of the CEBIA-Tech | Target group by indicator c), d) The educational activities will focus on the methodology of creating quality project applications submitted to public tenders of R&D funders (e.g. GA CR, TA CR, ministerial departments). Project application, feasibility study, research team, budget, results definition, risk analysis. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|---|--|---|---|--|
| 28 | Educational Activities A Methodology for the Preparation of International Projects | (+/-) 4. Professional attitude (+/-) 5. Contractual and legal obligations (+/-) 6. Accountability (+/-) 31. Intellectual Property Rights (+/-) 32. Co-authorship | from June 2020 continuously once a year | HR implementation team - dean FAI, director of the CEBIA- Tech | Target group by indicator c), d) The educational activities will focus on the methodology of creating quality project applications submitted in public competitions of foreign providers of R&D funds. Project application, exploration of project partnership possibilities, feasibility studies, research teams, budgets, and the definition of expected results at minimal European level, risk analysis. |
| 29 | Educational Activities Self-evaluation | (+/-) 11. Evaluation/ appraisal systems | from June 2020 continuously once a year | HR implementation team - external psychologist | Target group by indicator c) This educational activity will focus on educating senior executives and other relevant self-assessment staff in the context of the research organisation. The aim is to increase the knowledge of the management of TBU stakeholders in the field of evaluation of research organisations. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|---|--|--|---|---|
| 30 | Actualisation of an International Cooperation Strategy | (+/-) 18. Recognition of mobility experience (Code) (+/-) 29. Value of mobility | June 2020 | HR implementation team - foreign affairs vice-dean FAI - coordinator of international cooperation and information | Supported indicators: a), b), e) Target result: Document-internal legislative standard A methodology will be developed and implemented for the development of FAI/CEBIA-Tech international cooperation in research and development with a foreign partner/partners in the context of current principles that the assessed organisation uses without a legislative standard. The aim will be to engage in an international research environment based on international experience. Rules for the effective bi-directional international mobility will be defined - which are the most important tools for fulfilling this aspect. |
| 31 | Educational Activities International Cooperation Strategy | (+/-) 18. Recognition of mobility experience (Code) (+/-) 29. Value of mobility | from June 2020 continuously once a year | HR implementation team - foreign affairs vice-dean FAI - coordinator of international cooperation and information | Target group by indicator c) As part of this activity, the professional competencies of managers in the strategic setting and management of international cooperation fields will be enhanced - which will help to form the relevant methodology, which will be implemented on the relevant components of TBU. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|---|--|--|--|--|
| 32 | Educational Activities Assuring bi-lingual support of component parts of the organisation | (+/-) 18. Recognition of mobility experience (Code) (+/-) 29. Value of mobility | from June 2020 continuously once a year | HR implementation team - foreign affairs vice-dean FAI - coordinator of international cooperation and information, Faculty of Humanities | Target group by indicator c), d) Educational activities will focus on enhancing the level of language competencies of the supported staff within their entire scope. |
| 33 | Actualisation of the development of an Inter-sectoral Cooperation Strategy | (+/-) 5. Contractual and legal obligations (+/-) 6. Accountability (+/-) 7. Good practice in research (+/-) 31. Intellectual Property Rights (+/-) 32. Co-authorship | June 2020 | HR implementation team - director of the CEBIA-Tech - coordinator of inter-sector cooperation development | Supported indicators: a), b) Target result: Document-internal legislative standard Creation of a methodology for the implementation of inter-sectoral cooperation in the field of R&D results transfers into commercial practice, including the implementation of intellectual property. The methodology will be based on current rules established for communication and collaboration with practice. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|---|--|--|---|---|
| 34 | Educational Activities Transferring research results into industrial working practices | (+/-) 5. Contractual and legal obligations (+/-) 6. Accountability (+/-) 7. Good practice in research (+/-) 31. Intellectual Property Rights (+/-) 32. Co-authorship | from June 2020 continuously once a year | HR implementation team - director of the CEBIA-Tech - coordinator of inter-sector cooperation development, TBU Technology Transfer Centre | Target group by indicator c), d) This educational activity will focus on obtaining detailed information on the methodologies necessary for the transfer activities of R&D results for commercial use. Emphasis will be placed on ways of looking for partners in the commercial sphere, and on the legislative background of the issue. |
| 35 | Educational Activities Authorship rights and handling intellectual property rights | (+/-) 3. Professional responsibility (+/-) 31. Intellectual Property Rights (+/-) 32. Co-authorship | from June 2020 continuously once a year | HR implementation team - director of the CEBIA-Tech - coordinator of inter-sector cooperation development, TBU Technology Transfer Centre | Target group by indicator c) Education to raise awareness of copyright and intellectual property rights with regard to intellectual property rights and their employers. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|--|--|--|--|--|
| 36 | Elaborating an Open Access Strategy | (-/+) 8. Dissemination, exploitation of results (+/-) 23. Research environment (+/-) 31. Intellectual Property Rights (+/-) 32. Co-authorship | September 2020 | HR implementation team – dean FAI, director of the CEBIA-Tech, Vice-Rector for Research, Development and Creative Activities | Supported indicators: a), b) Target result: Document-internal legislative standard As part of this activity, a methodology will be developed to implement Open Access to information and to deepen the results of research, innovation and development activities. |
| 37 | Educational Activities Open Access – trends in open access to information | (-/+) 8. Dissemination, exploitation of results (+/-) 23. Research environment (+/-) 31. Intellectual Property Rights (+/-) 32. Co-authorship | from September 2020 continuously once a year | HR implementation team – dean FAI, director of the CEBIA-Tech, Vice-Rector for Research, Development and Creative Activities | Target group by indicator c) This educational activity will focus on gaining the ability to exploit Open Access - open access to information, including publishing opportunities in open magazines. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|--|---|--|--|---|
| 38 | Elaboration of a Popularisation of Research and Development Strategy | (-/+) 8. Dissemination, exploitation of results (+/-) 9. Public engagement | September 2020 | HR implementation team - director of the CEBIA-Tech - coordinator of strategic setting and development of science popularization | Supported indicators: a), b), g) Target result: Document-internal legislative standard The output will be a methodology for creating popularisation activities focused on the results of scientific, research, innovation and development activities of staff supported by FAI/CEBIA-Tech. The material will include ways of presenting the results according to the target group and the type of result. |
| 39 | Educational Activities A strategy for the popularisation of activities supported by the research organisation components | (-/+) 8. Dissemination, exploitation of results (+/-) 9. Public engagement | from September 2020 continuously once a year | HR implementation team - director of the CEBIA-Tech - coordinator of strategic setting and development of science popularization, study vice-dean FAI - teaching | Target group by indicator c), d) This educational activity will focus on important aspects of the scientific, research, innovation and development activities supported by the FAI/ CEBIA-Tech, like the structure of the Centre and its expert portfolio, the Centre's project activities, research and development activities directed to the commercial sphere, and other Centres, the availability of information resources of the Centre's activities, a description of possible target groups for popularisation activities and the differentiation of their level with impact on the depth of the information transmitted. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|--|---|--|---|---|
| 40 | A Visitor Centre with popularisational expositions | (-/+) 8. Dissemination, exploitation of results (+/-) 9. Public engagement | December 2020 | HR implementation team - dean FAI, director of the CEBIA-Tech | Supported indicators: a), b), g) Target result: Document-internal legislative standard The output will document the activities of the research organisation's visitor centre focusing on the presentation of popularisation activities with the aim of communicating the results of the research, innovation and development activities of the supported components, including updating exposures, to increase the awareness of the target groups about the history of the development of the research activities within the relevant of supported components. |
| 41 | Training Research and Development popularisers | (-/+) 8. Dissemination, exploitation of results (+/-) 9. Public engagement | December 2020 | HR implementation team - study vice-dean FAI - teaching | Supported indicators: e) Target result: Document-internal legislative standard This output will include a list of supported staff members who have completed all the training courses aimed at presenting results with popular methods and are thus prepared to actively implement the popularisation activities of the evaluated organization for the next period. |

| No | Proposed ACTIONS | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----|--|--|--|---|--|
| 42 | Educational Activities Popularisation of research and development results | (-/+) 8. Dissemination, exploitation of results (+/-) 9. Public engagement | from December 2020 continuously once a year | HR implementation team - study vice-dean FAI - teaching | Target group by indicator c) This educational activity will focus on the methodology of creating popularisation events, with an emphasis on the differentiation of the Centre's specialised focus and the differentiation of the level of listeners. |
| 43 | Educational Activities Creating presentations of the research and development results | (-/+) 8. Dissemination, exploitation of results (+/-) 9. Public engagement | from December 2020 continuously once a year | HR implementation team - study vice-dean FAI - teaching | Target group by indicator c) This activity will focus on creating presentations in PowerPoint with an emphasis on the pedagogical-methodological aspects expressing the gradual logic of the lectured topic with respect to the level of the students. |

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) *

OTM-R principles within selection procedures are still unsystematically applied to FAI/CEBIA-TECH, and some actions from this area are introduced in the action plan above. Therefore, for the systematic application of OTMR principles to FAI/CEBIA-TECH, we chose the following actions:

- 1) Set the internal FAI/CEBIA-TECH standard for the recruitment of employees, which will include description of the required knowledge, skills, personal potentials, possible career growth, recruitment timetable, where the job vacancy will be published, number of job vacancies, selection criteria.
- 2) Use relevant job portals/employment websites for staff recruitment: national (jobs.cz, prace.cz, Profesia, etc.) and international (Euraxess, LinkedIn, Researchgate, etc.).
- 3) Set up an internal FAI/CEBIA-TECH standard for the selection procedure, specifying who appoints the selection committee, who is the member and chair of the selection committee, the operating procedure of the selection committee, which data are available to the committee.
- 4) Ensure the necessary communication with candidates within FAI/CEBIA-TECH selection procedure, including feedback after its completion.
- 5) Ensure a formalised list of "non-measurable" merit indicators within FAI/CEBIA-TECH selection procedures and take into account the general practice of applicants.
- 6) Ensure an evaluation of changes in the timeline of researchers' CVs within FAI/CEBIA-TECH selection procedures.
- 7) Ensure an evaluation of mobility within FAI/CEBIA-TECH selection procedures as a corporate value, as a path to openness and internationalization.
- 8) Set up a rule or reference to a higher standard dealing with recognition and assessment of qualifications within FAI/CEBIA-TECH selection procedures.
- 9) Set up a rule or reference to a higher standard dealing with researchers's seniority within FAI/CEBIA-TECH selection procedures.

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: <https://fai.utb.cz/en/about/hrs4r/>

4. Implementation

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

The Faculty of Applied Informatics, TBU in Zlín - as the evaluated organisation, represents a stable research and education organisation which, thanks to its component – the CEBIA-Tech Regional Research Centre, realises scientific, research and innovation activities with a defined professional portfolio, mainly focused on Information Technology applications in the implementation of Advanced Industrial Control Systems; including implementation of Mechatronic and Robotic Systems into Commercial Security Technologies including Cyber Security aspects, and the development of Advanced Waste Treatment Technologies. Apart from these research activities, carried out in the form of project solutions from various R&D fund providers - and very often

in connection with industrial enterprises in the form of Contractual Research, it also provides educational activities in the same professional portfolios. It educates - based on constantly revitalised states of current knowledge university-level specialists in the above-mentioned areas, at all levels of university studies. The above-mentioned research activities are particularly important for the Ph.D. programme, since its students are directly involved in resolving specific problems and issues - the best become potential future staff of the Research Centre.

The R & D organisation under evaluation has performed intensive research, development and innovation activities since 2005 - when it joined its first major project. This was fundamentally oriented on the funding of a specialised portfolio of research activities including IT applications for Industry, Security and Forensic Technologies, and on the research and development of modern technologies – especially, technologies for processing a wide range of waste products. This - at first glance, wide-ranging portfolio allows one to resolve complex production lines in terms of the requisite Technologies, Machinery and Complex Automatic Control. This research strategy has been successful for a number of years. It continues to demonstrate that it is an appropriate tool for the meaningful creation of applicable results. This success depends largely on the level of the environment in which these research teams work and that of the socio-psychologically balanced environment - which must necessarily complement the daily quality of the existence and success of the research teams' work.

From the point-of-view of the Charter and the Code, it is necessary to state that the overwhelming majority of the 40 principles mentioned in the EU strategic materials are naturally, implemented and fulfilled in the workplace of the evaluated organisation.

The activities of the submitted Action Plan represent a detailed approach to the implementation of Charter principles and the Code in the daily life of the evaluated research organization and are set in content and time so that the organization under review is able to implement this Action Plan within two years and prepare for a further period of its refinement. Basically, it is about creating new or updating existing internal standards and including all Charter and Code principles in them. As part of these activities, a number of legislative standards will be amended or developed, both at the level of the research organization itself and its superior organization - TBU in Zlín. As has been said, a number of principles are already naturally embedded in internal legislation, but some are missing. The Working Group of the research organization is, of course, aware of the fact that it is not enough to prepare legislative standards. Only by their everyday natural use can the stated goal be accomplished - to achieve a quality research organization comparable to other high-quality organizations in the national and international environment. The processing of these standards will be accompanied by a number of educational activities, in which the research, administrative and technical staff of the evaluated organizations with the content of these standards will be informed in detail.

In this part of the documents for implementation of the Action Plan, there are presented the methods and the tools that the Steering Committee and Working Group will have at their disposal for its best possible fulfillment.

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.

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



Detailed description and duly justification (max. 500 words)

The graduated implementation, i.e., the interim holding of the HR Award Certificate and the maintenance of the HR Award Principles shall be managed by the Working Group and supervised by the Steering Committee. An irreplaceable role is also played by external staff - industry representatives with whom FAI / CEBIA-Tech have contacts – especially, in the Science, Research and Innovation fields. This Committee shall - at periodic joint-meetings with the Working Group, conduct and carry out reviews of the implementation of the current Action plan.

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

Detailed description and duly justification (max. 500 words)

Researchers; who are the main target group for the implementation of the Charter and the Code, will be involved in the implementation process:

1. Open access to information about the ongoing course of implementation in the form of educational activities focused on individual principles.
2. Open access to information about the methods and practices implemented in setting up the strategic management of the Research Organisation.
3. According to need, and where appropriate, staff will be involved in the implementation activities.

The principles and procedures for their implementation will be available on the website of the evaluated organisation.

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. *
▼

Detailed description and duly justification (max. 500 words)

The evaluated organisation - or its parent organisation, do not currently incorporate HRS4R Support Tools in their internal legislation. The objective of the Action Plan for implementation in individual areas is - to name, explain, and incorporate support these in key legislative standards. Emphasis will be placed on all areas, especially those that have been assessed as weaker aspects into their central policies and practices in the context of this "HR Strategy"; in the sense of fulfilling the principles of the Charter and the Code.

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



Detailed description and duly justification (max. 500 words)

The goal of the HRS4R's implementation into the evaluated organisation is to gradually implement and realise the Action Plans in the sense of a realistic strategy for obtaining and maintaining the HR Award. The guarantee that the Action Plan will be fulfilled is the fact that our own subscription - FAI/CEBIA-Tech, to the Charter and Code of Conduct was realised with the conscious support of TBU in Zlín's top management.

The composition of the Steering Committee and Working Group is a guarantee that the successive steps will be periodically evaluated; and rectification will be required if the timetable is not met. It is in the interest of the parent organisation - (TBU in Zlín), and the duly evaluated Research (FAI/CEBIA-Tech) Organisations, to continue the process successfully - and to enhance and fulfil the reputation of TBU in Zlín in an international context.

How will you monitor progress (timeline)?*



Detailed description and duly justification (max. 500 words)

The Working Group, which will realise the implementation of the successive steps related to HRS4R, will fulfil the individual activities in line with the Action Plan. An ancillary aspect will be the realisation of the "Development of TBU Research and Development Capacities in Zlín" of the OP VVV programme project - whose goal, besides obtaining and maintaining the HR Award, is to set the strategy of managing the evaluated organisation so that it will prosper in line with the terms and fulfilment of the Charter and the Code. The Working Group will evaluate the implementation of the given principles once every 2 months, and will provide the supporting documentation to the Steering Committee, which will evaluate the progress in the 6-month period.

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



Detailed description and duly justification (max. 500 words)

In line with the European Union's Oversight Rules on the relevant principles, the European Union will be provided with documentation on the full implementation of the Action Plan after the acquisition and prolongation of the award for the next three-year period, with the aim of defending them in the evaluated Research Organisation's workplaces. The Evaluation Committee will provide documented and demonstrable in practice of all of the achieved implementation results.

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