EURAXESS

Internal Review

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, Czech Republic

1. Organisational Information

*Please provide an update of the 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 *	97.41
Of whom are international (i.e. foreign nationality) *	5
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	12.6
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	22.35
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	67.85
Of whom are stage R1 = in most organisations corresponding with doctoral level *	7.21
Total number of students (if relevant) *	1422
Total number of staff (including management, administrative, teaching and research staff) *	123,76

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	4421998
Annual organisational direct government funding (designated for research)	210624
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	714795
Annual funding from private, non-government sources, designated for research	154910

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 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 -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 review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Note: Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

Ethical and professional aspects*

Strengths and Weaknesses (Initial Phase)

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.

Strengths and Weaknesses (Interim Assessment)

In the first two-year period of fulfilling the Action Plan of the FAI/CEBIA-Tech Research Organisation, the HR Implementation Team developed activities mainly in the legislative area. Based on a GAP Analysis, it was found that a number of points of the Charter and the Code are implemented at FAI/CEBIA-Tech without legislative support that clearly defines the procedures and rules for their implementation. A number of new documents have been created, either in the form of the Dean's Directive or the Internal Methodological Instruction form. A number of existing documents have been updated due to shortcomings identified by the GAP Analysis, thus creating a legislative background for the implementation of the principles of the Charter and the Code at FAI/CEBIA-Tech. The actual implementation of these principles took place both in the form of educational activities for which study materials were created, and their inclusion and application in the organisational daily life cycle. The educational activities target group were mainly workplace researchers of all categories, but also FAI academic staff, who are significantly involved in the CEBIA-Tech Centre´s activities. The above-mentioned educational activities, which take place twice a year on average, serve to increase the awareness of the research organisation employees in the sense of the inclusion of Charter and Code principles and in the daily life of the organisation. The results of the GAP analysis and resulting strengths and especially weaknesses were taken into account in the course of creating legislative and methodological documents. Aspects that were evaluated with an average rating were also strengthened. It can be stated that the setting of rules within the above-mentioned documents should reflect all of the basic principles of the Charter and the Code in the FAI/CEBIA-Tech Research Organisation. In the ensuing Action Plan implementation period, the functionality of the set documents will be evaluated continuously and,

if necessary, they will be supplemented or adjusted so that the interpretation is unambiguous and comprehensible for all employees. In the next section, we present an overview of all documents modified and created within the two-year implementation period, including past educational activities having an impact on the area of "Ethical and Professional Aspects".

Strengths and Weaknesses (Award Renewal, max 500 words) *

Remarks (max 500 words)

Recruitment and selection*

Strengths and Weaknesses (Initial Phase)

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.

Strengths and Weaknesses (Interim Assessment)

In this important area, the GAP Analysis showed a relatively good assessment of the situation in the Action Plan preparation period. The workplace has long-term experience with the implementation of selection procedures to fill researcher positions. Academic Staff Admission is described in detail in the corresponding Rules Governing Selection Procedures for Academic Staff Positions at TBU in Zlín, which is valid for all Tomas Bata University in Zlín components. In the course of the two-year Action Plan implementation period, the CEBIA-Tech Basic Selection Procedure Implementation Principles for Researcher Positions were described in more detail in an Annex of the CEBIA-Tech Career Code. The implementation Working Group included updated legislative norms in the Charter principles, which were found in the GAP analysis to be Satisfactory (Recruitment, Selection, Transparency and Judging Merit) or Weak (Postdoctoral Appointments). Furthermore, part of the principles that were identified as strong by the GAP analysis (Recognition of Qualifications, Seniority, Recognition of Mobility Experience and Variations in the Chronological Order of CVs) are also respected. The issue of postdoctoral researchers has long been burdened by the still unresolved issue of their funding. In recent years, departments have resolved projects focused on the use of postdoctoral researchers for resolving R&D tasks and have evaluated this project´s results as Excellent. Since then, they have sought to seek support sources, in addition to standard R&D financial support projects, for the use (and funding) of these effective researchers. Rules for their transparent recruitment are also included in the above-mentioned legislative rule and regulations. Apart from updating the related legislative standards in the past two years, educational activities were mainly realised for

research organisation management staff, mainly focused on human resources and new employee selection procedures implementation. Educational activities are also carried out for researchers of all categories so that all information about the recruitment rules are as transparent as possible. In the course of the ensuing Action Plan implementation period, the functionality of the rules defined in the created documents will be continuously evaluated. In case of need, they will be supplemented or adjusted such that their interpretation is unambiguous and comprehensible for all FAI/CEBIA-Tech Research Organisation staff. The ensuing section provides an overview of all documents modified and created within the two-year implementation period, including implemented educational activities with an impact on the “Recruitment and Selection” Area.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Remarks (max 500 words)

Working conditions*

Strengths and Weaknesses (Initial Phase)

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.

Strengths and Weaknesses (Interim Assessment)

The Implementation Team reassessed their strengths and weaknesses with regard to the Charter and Code principles and their support of existing internal research organisation working conditions legislation, also in the area of Working Conditions. It was verified that some of the strengths identified by the GAP Analysis are already supported by existing legislative standards of the evaluated Research Centre or TBU in Zlín. These are, in particular, Recognition of the Profession, Working Conditions and Co-authorship principles. The Gender Balance issue is also assessed by the GAP analysis, as unproblematic, nevertheless, also in accordance with the Non-Discrimination principle, new legislative support is needed to create this area in order to be functional in the future as well. Intellectual Property Rights issues are systematically addressed by TBU in Zlín legislation in connection with the existence of the Technology Transfer Centre, responsible for resolving all certified research Intellectual Property Rights results issues. These rules are very well-known within research teams, and are based on long-term educational activities, and no problems arise in this context. In order to support and underpin field researchers in their Career Development, the current FAI Dean's "Career Code" Directive was recently updated in detail. It defines the individual researcher, manager and technical staff positions, as well methods of how to transition from one position to another. An important role played here, is

by individual employees´ achieved results, their active approach to national and international mobility, as well as abilities to hold a partial responsible position in high quality. Given that FAI is a research-educational institution, FAI and CEBIA-Tech researcher participation in educational activities is a long-standing practice within the Teaching Principle framework. From a researcher's workload point-of-view, these activities are in the minority, but they are used to increase student educational quality processes at all study levels by passing on the specific experiences of these workers. Access to Career Advice principle in an evaluated research organisation is resolved by managerial job descriptions defined for all levels. In case of insufficient fulfilment of this, the research organisation has a number of co-operational national and international entities that can contribute to the fulfilment of this principle. Similarly, by defining managerial workload at all levels, the Complaints/Appeals principle is ensured. In case of inadequacy, the position of an Independent Ombudsman is defined at TBU in Zlín, who is able to resolve unresolved complaints cases. The Participation in Decision-Making Bodies principle is addressed in a number of legislative norms, where it is always defined who, in addition to the research organisation top management, can also be a member of such bodies. Principles, very closely related and truly fundamental, i.e., Stability and Permanence of Employment, Funding and Salaries, are resolvable in the long term thanks to the abilities of research organisation´s top management to fulfil long-term professional strategy associated with obtaining financial resources, but also the ability to motivate all researchers to cooperate effectively in these activities. Employee evaluation principles, their remuneration and career growth are related to this, but also, on the other hand, to a limited retention period of the managers in their positions. In the course of the ensuing Action Plan implementation period, the functionality of the rules defined in the created documents will be continuously evaluated. If necessary, these documents will be supplemented or modified so that their interpretation is unambiguous and comprehensible for all FAI/CEBIA-Tech employees. The next section provides an overview of all modified and created documents within the two-year implementation period, including past educational activities with an impact on the "Working Conditions" field.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Remarks (max 500 words)

Training and development*

Strengths and Weaknesses (Initial Phase)

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.

Strengths and Weaknesses (Interim Assessment)

The principles in this area are also, to some extent, dependent on legislative support, but they are also highly dependent on managerial and professional skills at all levels. The Relation with Supervisors principle is fulfilled by regular, almost daily, meetings of participating research teams on the resolved problem, and further, by meetings with superiors at higher levels, which resolve problems regarding the given tasks and achieved goals, and where possible successes are discussed. The description of these working meetings is also covered by the defined manager´s job descriptions at all levels. Similarly, this is true for the Supervision principle and the Supervision and Managerial Duties principle. These acts are again defined both in the TBU legislative standards as a whole as well as in individual employees´ partial tasks. The evaluated research organisation shall ensure regular managerial training skills at all levels. For these purposes, a Management Education Methodology was developed as a new internal legislative document, and specific educational activities were created for this purpose. The intense interest of the research organisation, and part of their managerial skills, is to also ensure the constant professional growth of individual research organisation employees. These activities arise, of course, both from the personal ambitions of individual employees, but also from the purposeful work of the research organisation management team to achieve the best possible team as a whole. In the evaluated organisation, these principles are fulfilled not only by the implementation of a number of educational activities (internal and external), but also by the continuous improvement of qualifications through successful completion of Ph.D. studies and, in many cases, thanks to close connection with the educational activities of the evaluated organisation, even the attainment and award of the scientific-pedagogical title Associate Professor (Docent). In the ensuing Action Plan implementation period, the set documents´ functionality will be continuously evaluated in this area as well, if necessary, they will be supplemented or modified so that their

interpretation is unambiguous and comprehensible for all FAI/CEBIA-Tech research organisation staff. The section below provides an overview of all documents modified and created within the two-year implementation period, including past educational activities having an impact on "Training and Development".

Strengths and Weaknesses (Award Renewal, max 500 words) *

Remarks (max 500 words)

Have any of the priorities for the short- and medium term changed? (max 500 words)

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

Are any strategic decisions under way that may influence the action plan? (max 500 words)

3. Actions

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also add new objectives.

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

Proposed ACTIONS

Action 1	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Creating the Statutes for the 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	December 2020	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

Proposed ACTIONS

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	order of CVs (Code) (+/-) 19. Recognition of qualifications (Code)			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

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			activities. To date, CEBIA-Tech Research Centre has been managed on the basis of the Centre's management and management rules, which have been defined in an international project to build the Centre.

Current Status	Remarks
COMPLETED	Statutes of CEBIA-Tech Regional Research Centre includes also CEBIA-Tech Regional Research Centre Code of Ethics (Action No. 2).

Proposed ACTIONS

Action 2	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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	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.

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 9. Public engagement (+/-) 10. Non discrimination (+/-) 11. Evaluation/ appraisal systems			

Current Status	Remarks
COMPLETED	CEBIA-Tech Regional Research Centre Code of Ethics is included in Statutes of CEBIA-Tech Regional Research Centre includes (Action No. 1).

Proposed ACTIONS

Action 3	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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,	August 2020	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

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
exploitation of results (+/-) 9. Public engagement (+/-) 10. Non discrimination (+/-) 11. Evaluation/ appraisal systems			actualisation will be discussed by the university management and the Academic Senate and will be ready for implementation into the TBU in Zlín Statutes.

Current Status	Remarks
COMPLETED	

Proposed ACTIONS

Action 4	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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	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.

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 9. Public engagement (+/-) 10. Non discrimination (+/-) 11. Evaluation/ appraisal systems			

Current Status	Remarks
IN PROGRESS	

Proposed ACTIONS

Action 5	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Educational Activities - Code of Conduct for the Recruitment of 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)	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.

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 19. Recognition of qualifications (Code) (+/-) 20. Seniority (Code) (-/+) 21. Postdoctoral appointments (Code)			

Current Status	Remarks
IN PROGRESS	

Proposed ACTIONS

Action 6	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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,	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,

Proposed ACTIONS

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	exploitation of results (+/-) 9. Public engagement (+/-) 10. Non discrimination (+/-) 11. Evaluation/ appraisal systems			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

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			component entities and their research staff.

Current Status	Remarks
IN PROGRESS	

Proposed ACTIONS

Action 7	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			will especially be to increase the quality and competitive abilities of Ph.D. students at this workplace in the scientific, research and innovation fields.

Current Status	Remarks
COMPLETED	Moreover, Internal Methodological Guideline "CEBIA-Tech Regional Research Centre Doctoral Students Support" was created.

Proposed ACTIONS

Action 8	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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.).

Current Status	Remarks
IN PROGRESS	

Proposed ACTIONS

Proposed ACTIONS

Action 9	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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

Proposed ACTIONS

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
				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.

Proposed ACTIONS

	Current Status	Remarks
	COMPLETED	Rules for Mentoring Support Programmes for Ph.D. Students, Post-doctoral Researchers and Beginning Researchers includes also Mentoring Programme Personnel Coordination at FAI/CEBIA-Tech (Action No. 10).

Proposed ACTIONS

Action 10	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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

Proposed ACTIONS

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
				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

Proposed ACTIONS

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
				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.

Proposed ACTIONS

	Current Status	Remarks
	COMPLETED	Personnel assuring the coordination of the mentoring program is included in Rules for Mentoring Support Programmes for Ph.D. Students, Post-doctoral Researchers and Beginning Researchers (Action No. 9).

Proposed ACTIONS

Action 11	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			professional development.

Current Status	Remarks
IN PROGRESS	

Proposed ACTIONS

Action 12	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Actualisation of the CEBIA-Tech Career Code	(+/-) 28. Career development	December 2020	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,

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			based on the level of development of the evaluated organisation, as well as the aspects arising from the Charter and Codex principles.

Current Status	Remarks
COMPLETED	

Proposed ACTIONS

Action 13	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			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.

Current Status	Remarks
COMPLETED	

Proposed ACTIONS

Action 14	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Educational Activities - 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	(+/-) 10. Non discrimination (+/-) 27. Gender balance	from September 2019 continuously once a year	HR implementation team – team member - balanced working conditions and gender equality	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

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			will be placed on securing undisturbed childcare for the research organisation's staff, including job security when returning from parental leave.

Current Status	Remarks
IN PROGRESS	

Proposed ACTIONS

Action 15	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Creating a plan in support of education and training in the field of the balanced professional development of male / female research staff	(+/-) 38. Continuing Professional Development (+/-) 39. Access to research training and continuous development	December 2019	HR implementation team – team member - balanced working conditions and gender equality	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

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			all researchers.

Current Status	Remarks
COMPLETED	

Proposed ACTIONS

Action 16	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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 activites, 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)	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

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 19. Recognition of qualifications (Code) (+/-) 20. Seniority (Code) (+/-) 26. Funding and salaries			providing specialised areas of activity, including organisational and financial management.

Current Status	Remarks
COMPLETED	

Proposed ACTIONS

Action 17	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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	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.

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
experience (Code) (+/-) 19. Recognition of qualifications (Code) (+/-) 20. Seniority (Code)			

Current Status	Remarks
IN PROGRESS	

Proposed ACTIONS

Action 18	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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.

Proposed ACTIONS

	Current Status	Remarks
	IN PROGRESS	

Proposed ACTIONS

Action 19	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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.

Proposed ACTIONS

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
				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

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			staff of supported components.

Current Status	Remarks
IN PROGRESS	

Proposed ACTIONS

Action 20	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			crisis management strategies in the strategic management of the research organisation.

Current Status	Remarks
COMPLETED	

Proposed ACTIONS

Action 21	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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

Proposed ACTIONS

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
				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.

Proposed ACTIONS

	Current Status	Remarks
	IN PROGRESS	

Proposed ACTIONS

Action 22	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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 realisaction 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

Proposed ACTIONS

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
				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.

Proposed ACTIONS

	Current Status	Remarks
	COMPLETED	

Proposed ACTIONS

Action 23	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Actualisation and implemention 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 timframe, its developmental and investment aims and a concept for research and development activities, including the allocation of budgetary resources able to support them	(+/-) 38. Continuing Professional Development (+/-) 39. Access to research training and continuous development	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

Proposed ACTIONS

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
				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

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			activities for the future.

Current Status	Remarks
COMPLETED	

Proposed ACTIONS

Action 24	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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.

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			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.

Current Status	Remarks
COMPLETED	

Proposed ACTIONS

Action 25	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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.

Current Status	Remarks
IN PROGRESS	

Proposed ACTIONS

Action 26	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			shall cater for searching for suitable journals and conferences with regard to the detailed rate of their evaluation within the indexation databases.

Current Status	Remarks
IN PROGRESS	

Proposed ACTIONS

Action 27	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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.

Proposed ACTIONS

	Current Status	Remarks
	IN PROGRESS	

Proposed ACTIONS

Action 28	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			the definition of expected results at minimal European level, risk analysis.

Current Status	Remarks
IN PROGRESS	

Proposed ACTIONS

Action 29	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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.

Proposed ACTIONS

	Current Status	Remarks
	IN PROGRESS	

Proposed ACTIONS

Action 30	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			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.

Current Status	Remarks
COMPLETED	The final internal methodological guideline "the CEBIA-Tech Internationalization Strategy" deals not only with the international cooperation itself, as was planned previously, but it covers all important international-related aspects.

Proposed ACTIONS

Action 31	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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.

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	

Action 32

Educational Activities - Assuring bi-lingual support of component parts of the organisation

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 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.

Current Status	Remarks
IN PROGRESS	

Proposed ACTIONS

Action 33	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			collaboration with practice.

Current Status	Remarks
COMPLETED	

Proposed ACTIONS

Action 34	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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.

Proposed ACTIONS

	Current Status	Remarks
	IN PROGRESS	

Proposed ACTIONS

Action 35	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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.

Current Status	Remarks
IN PROGRESS	

Proposed ACTIONS

Action 36	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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.

Proposed ACTIONS

Current Status	Remarks
COMPLETED	

Action 37

Educational Activities - Open Access – trends in open access to information

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 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.

Current Status	Remarks
IN PROGRESS	

Proposed ACTIONS

Action 38	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			of presenting the results according to the target group and the type of result.

Current Status	Remarks
COMPLETED	

Proposed ACTIONS

Action 39	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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

Proposed ACTIONS

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
				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.

Proposed ACTIONS

	Current Status	Remarks
	IN PROGRESS	

Proposed ACTIONS

Action 40	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
A Visitor Centre with Popularization Expositions	(-/+) 8. Dissemination, exploitation of results (+/-) 9. Public engagement	February 2021	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

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			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.

Current Status	Remarks
COMPLETED	

Proposed ACTIONS

Action 41	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Training Research and Development Popularisors	(-/+) 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

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			the evaluated organization for the next period.

Current Status	Remarks
COMPLETED	

Proposed ACTIONS

Action 42	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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.

Current Status	Remarks
IN PROGRESS	

Proposed ACTIONS

Action 43	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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.

Current Status	Remarks
IN PROGRESS	

Unselected principles:

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.
Please provide the link to the dedicated webpage(s) on your organisation's web site *:

URL *:

https://fai.utb.cz/en/about/hrs4r (https://fai.utb.cz/en/about/hrs4r)

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles (Initial Phase)

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.

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

As regards matters in connection with OTM-R principle implementation that primarily relates to new employee recruitment equal access, openness and transparency; the following internal regulations and standards have been issued/amended at TBU in Zlín:

- TBU Code of Ethics – Annex No. 4 of the TBU Statute,
- Rector's Directive – SR 7/2020 – Equal Opportunities Principles Policy at Tomas Bata University in Zlín,
- Rules Governing Selection Procedures for Academic Staff Positions at TBU in Zlín,
- Dean's Directive – Statute of the CEBIA-Tech Regional Research Centre - (including the CEBIA-Tech Code of Ethics),
- FAI Dean's Directive – CEBIA-Tech Career Code (including CEBIA-Tech Basic Selection Procedure Implementation Principles for Researcher Positions).

The improvement of working conditions and the employee remuneration system is based on the amended FAI Career Code, which also meets the conditions defined by the OTM-R policy. Thanks to the implementation of these changes in the FAI and the CEBIA-Tech Centre internal legislation, an open selection strategy was established and new employee recruitment has been improved, ensuring that the principles of openness, transparency and equal access are respected in the recruitment and selection of researchers' process. The transparency of the processes, as defined by the OTM-R policy, is also evidenced by the fact that all internal regulations and selected internal standards are accessible to the public on the university's website. Researcher vacancies are published on the relevant national job portals (jobs.cz, prace.cz, Profesia), and international portals (Euraxess, LinkedIn, ResearchGate). Candidates are provided with clear and transparent information on the entire selection process, including selection criteria and an indicative timetable. Further, TBU guarantees that there is no discrimination against applicants (e.g., on the basis of their geographical location). Internal legislation stipulates that selection committees are independent and that there is no conflict of interest in the selection process, and that their decisions must be objective and based on facts, and not on personal preferences.

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)

Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the award renewal phase. The extended version of the reviewed HR strategy including the OTM-R policy and actions should be published on your organisation's website.

4. Implementation

General overview of the implementation process: (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 Charter and Code point-of-view, it is necessary to state that some of the 40 principles have been implemented and fulfilled before, to a limited extent, within the FAI/CEBIA-Tech workplace; however, this systems solution was only initiated by implementing the Action Plan.

The submitted Action Plan activities represent a detailed procedure for the implementation of the Charter and Code principles into daily lives at FAI/CEBIA-Tech, and these were set in terms of content and time such that the Research Centre is able to implement the Action Plan within two years. Action Plan implementation has been successfully completed. In principle, it was a matter of creating new or updating existing standards, or

internal methodological guidelines, and respecting all the Charter and Code principles. Within the framework of these activities, a number of documents were modified or created, both at the FAI/CEBIA-Tech and the entire TBU in Zlín levels. The Working Group and Steering Committee were aware of the fact that it was not enough to prepare legislative standards. Only through their daily natural use can the set goals be achieved, namely, the achievement of quality human resource management in research and development in order to increase FAI/CEBIA-Tech´s competitiveness on a national and international scale. The implementation itself was supported by a number of educational activities, in which FAI/CEBIA-Tech Research, Administrative and Technical Staff were acquainted in detail with the created or updated documents´ content. Due to the positive response, we expect the continuation of these educational activities in the forth-coming period.

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

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

How have you prepared the internal review?*

Detailed description and duly justification (max. 500 words)

The current Action Plan, aimed at fulfilling the principles defined by the European Charter for Researchers, and the Code of Conduct for the Recruitment of Researchers into the daily life of FAI and its CEBA-Tech Research Centre, was compiled based on the results of the initial GAP analysis from gradual steps, the implementation of which gradually leads to the implementation of the HRS4R strategy. This two-year implementation phase, which is just ending, culminates in an internal review, which compares the original state described in the GAP analysis with the current state. The Action Plan included two types of steps to be taken, the first of which was the creation of new internal legislation standards, or updating existing ones. The second type of Action Plan steps was the implementation of educational activities, whose aim was to thoroughly train all researchers, as well as other evaluated research organisation employees, and acquaint them with both the principles and new legislation, thus enabling and guaranteeing ways to fulfil them in practice. Evaluation of all Action Plan activities, and the degree of implementation into the organisation´s daily life in two stages is expected. The first, essentially formal, is the elaboration of this review on the basis of checking the fulfilment of basic, predefined indicators. A comparison of the declared objectives of individual indicators, and their degree of fulfilment after a two-year period, was performed. The majority of the indicators were to be met in the first phase by the creation of legislative documents. In this sense, the audit result was the finding that all legislative standards, whether new or updates to existing ones, were created. The second stage, the most important one, which should give a picture of the actual implementation of the Charter and the Code principles into the daily life of employees of the evaluated research organisation is the repetition of the GAP analysis, i.e., the HR AWARD ideas progress evaluation by the target group - research organisation employees. It is clear from the outset that the process of fully incorporating the Charter and Code principles is a medium-term issue. Therefore, given the current state of implementation, we assume this method of evaluation approximately in the middle of the following period, i.e., in the middle of 2022. This feedback relationship gained from information obtained shall lead to ongoing, we assume minor, changes in the Implementation Rules with the aim of achieving a successful and functioning application of the Charter and the Code.

How have you involved the research community, your main stakeholders, in the implementation process?*

Detailed description and duly justification (max. 500 words)

Within the framework of the two-year Action Plan implementation phase, which followed the initial phase, the main intention was to ensure that the HR AWARD certificate was maintained for the ensuing period. This two-year phase, which is just coming to an end, involved the implementation of steps under the Action Plan. A Working Group was therefore set up, whose main task was the gradual implementation of set Action Plan objectives. The progress of these works was continuously monitored at the university level by the Steering Committee, whose members are both representatives of TBU in Zlín, and the Faculty of Applied Informatics management teams. An important role in the implementation and monitoring of these activities was played by these team members, on the one hand university internal staff, also nominated from among researchers, but on the other hand external collaborators from various industries with which the CEBIA-Tech Research Centre works closely, especially in the Research, Development and Innovation fields. It further holds true that new and amended internal regulations approval is performed by the Academic Senate of TBU in Zlín, in the case of university-wide competence internal regulations, or the FAI Academic Senate in the case of internal regulations with faculty-wide competence. Elected afore-mentioned Academic Senate members are, apart from the student component of the Senate, acknowledged academic-scientific-research community members. The progress of the work established and set out in the Action Plan has also been presented at various gremie, where researchers at the Research Centre and whole university level also contributed. Last but not least, the FAI Dean informed employees at regular meetings about the fulfilment of the Action Plan internal regulations and standards objectives and into which these principles and guidelines have been incorporated. Similarly, the CEBIA-Tech Centre Director has acquainted its employees with the principles of the Action Plan and the current state of their implementation. In the process of implementing the Action Plan, the target employee groups were gradually introduced to a number of topics in the form of training and educational courses, including for example, the principles defined by the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers or the OTM-R Principles. The training also included the issue of new or updated internal regulations and standards, into which these principles and guidelines were incorporated.

Do you have an implementation committee and/or steering group regularly overseeing progress?*

Detailed description and duly justification (max. 500 words)

The CEBIA-Tech Centre has set up a Steering Committee and Working Group. The Steering Committee was appointed at the beginning of 2018. This consists of the Rector, the Vice-Rector for Research, Development and Creative Activities, the Personnel Department Head, the Faculty of Applied Informatics Dean, the CEBIA-Tech Centre Director and an application sphere representative. A Working Group was set up at the same time, consisting of FAI Management, Researchers at all levels (R1-R4), and Administrative staff. The main Steering Committee tasks include: Ensuring mutual information between FAI/CEBIA-Tech and the university management about implemented legislative changes; supervising the Charter and Code principles in the CEBIA-Tech environment implementation process; commenting on, and approving, possible Action Plan changes and implementation risk analyses; representing the implementation team externally. External Collaborators from various industries with whom the CEBIA-Tech Research Centre works closely also play an important monitoring role. The Working Group ensures the Action Plan implementation and also receives researcher feedback from all levels (R1-R4), on the basis of which, it proposes possible further measure. The Steering Committee regularly met with the Working Group at periodically recurring meetings, where work progress and set Action Plan partial goal fulfilment were evaluated. The truth is that the working and monitoring group meetings themselves were aggravated, both in 2020 and the beginning of 2021, by the epidemiological situation in the Czech Republic, caused by the COVID-19 outbreak. In connection with this disease, a number of measures relating to the State of Emergency announced by the Czech Republic Government were contiguously taken at TBU in Zlín by the university management team. The planned Working Group meetings or joint briefings with the Steering Committee and other events (e.g., educational) took place online. Despite this problematic epidemiological situation, these partial difficulties were overcome and fulfilled all the defined Action Plan tasks for the first two-year implementation period.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy *

Detailed description and duly justification (max. 500 words)

In the context of maintaining the HR AWARD, it was necessary to implement 40 principles based on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers into FAI/CEBIA-Tech´s everyday working life. Some of these have already been partially incorporated into our internal legislation in the past; however, systems solutions were not started until the implementation of the Action Plan. In this way, new internal regulations and internal standards have been created or updated at the university/faculty/CEBIA-Tech level. The putting of the 40 principles into process practice was also accompanied by a number of educational activities organised for selected employee group targets, while their implementation was processed according to the Action Plan. Sixteen internal documents have been issued at the FAI/CEBIA-Tech level in the course of Action Plan implementations. Their detailed list is provided in *"Additional remarks/comments about the proposed implementation process"* section.

At the university level, the following internal regulations and standards, for example, have been issued or amended in connection with the implementation of the above-mentioned principles:

- The TBU Code of Ethics as Annex No. 4 to the TBU Statute (Action Plan Activity No. 2),
- Rector's Directive SR/7/2020 – Fundamental Equal Opportunities Principles Policy at Tomas Bata University in Zlín (13),
- Rules Governing Selection Procedures for Academic Staff Positions at TBU in Zlín (12).

In accordance with the above, amendments were also made to other internal regulations or standards relating to human resources, for example, an amendment to the FAI Career Code, created at the time of the CEBIA-Tech Research Centre, i.e., in 2011. Its amendment contains aspects based on the development of the evaluated Faculty and Research Centre, as well as aspects arising from the establishment of the HRS4R Strategy, which are focused on human resources management and development. Many internal legislation regulations contain references to European legislation and EU methodological regulations - like the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. It can be said that although only two parts of TBU applied for the HR AWARD Certificate in the first phase, the university as a whole respects these activities and takes them into account in its newly created internal legislative standards. TBU in Zlín's vision is to extend the HR AWARD to its other integral components.

How has your organisation ensured that the proposed actions would be also implemented?*

Detailed description and duly justification (max. 500 words)

The Action Plan objectives were set in time and content terms so that FAI/CEBIA-Tech would be able to anchor them in legislative standards and methodological documents within 2 years and gradually implement them into everyday life. In the course of the two-year implementation phase, it was essentially a matter of creating new or updating existing internal regulations, standards and methodological guidelines that respect all 40 principles defined by the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. As has already been mentioned, some of these principles have earlier already been partially incorporated into internal legislations however, a comprehensive solution was brought about by the actual implementation of the Action Plan during its 2-year implementation phase. The processing of these internal documents was accompanied by a number of educational activities, which the FAI/CEBIA-Tech research, administrative and technical staff were also acquainted in detail with the content of these documents.

Summary: The specific output of these activities was a number of Internal Legislative Standards, adopted both at the faculty and its superior research organisation, TBU in Zlín, levels. The following measurable indicators (set by the Action Plan) were also met:

a) Support for research organizations with a modernized system strategic management.

b) Supporting the emergence of new tools and products to modernize strategic management systems in research organizations.

c) Number of supported research and academic staff.

d) Number of supported administrative a technical staff.

e) Promoting organizations whose staff have increased their R&D, management and related qualifications.

f) Total number of supported workers.

g) Number of disposable one-off events organized.

Compliance with the above standards shall be monitored by the TBU Internal Audit Department in the future.

How are you monitoring progress (timeline)?*

Detailed description and duly justification (max. 500 words)

The Steering Committee continuously evaluated whether all internal legislation and methodological guidelines had been sufficiently addressed, and whether all Action Plan deadlines had been met. The Steering Committee also monitored whether all educational activities defined by the action plan were carried out and whether all employees from the target groups were trained as set out in the action plan. Educational activities implementation is also a suitable tool for the mutual enrichment of all stakeholders' views on the issue. Ultimately, training contributes to a deeper understanding of the content of the individual Charter and Code principles. The findings of mutual discussions can then be used to improve training presentation materials and internal strategic and methodological document content. The main tool for fulfilling the predefined indicators is the Action Plan itself, which was submitted to the European Commission two years ago. In it, we defined seven basic general indicators, according to which implementation process success can be assessed. These are:

a) Support for research organizations with a modernized system strategic management.

b) Supporting the emergence of new tools and products to modernize strategic management systems in research organizations.

c) Number of supported research and academic staff.

d) Number of supported administrative a technical staff.

e) Promoting organizations whose staff have increased their R&D, management and related qualifications.

f) Total number of supported workers.

g) Number of disposable one-off events organized.

In addition, a link to these basic indicators for each Action Plan item was defined. In this way, both the Steering Committee and the Working Group can continuously evaluate, and this was also the case in the first two years of the Action Plan´s implementation, the formal-technical procedure, and the success of the implemented steps. As has already been mentioned, actual implementation inspection, in the sense of daily and, more or less automatic application of all Charter and Code principles by all of research organisation employees target groups, can be performed by regular employee consultations and periodic analysis of the current state of all principles implementation.

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

Detailed description and duly justification (max. 500 words)

In the Action Plan´s implementation course, monitoring mechanisms applied in the 2019-2020 period were evaluated. This monitoring mechanism evaluation did not find any major shortcomings. We therefore assume that we shall monitor progress in the next period as before; any undesirable deviations will then be addressed on an “ad hoc” basis.

How do you expect to prepare for the external review?*

Detailed description and duly justification (max. 500 words)

We assume that the inquiry shall lead to a "European Commission on-site visit". In the course of the upcoming three-year period, we shall constantly monitor implementation step progress in our organisation. We shall also consult the implementation process course at other Czech Republic research organisations, which have already been awarded by HR AWARD Certificate. Should the situation in Coronavirus pandemic terms improve, it will then be possible to visit similar foreign workplaces. We see repeated GAP Analyses as one of the best implementation progress monitoring tools. Further, we also assume that the external monitoring group, which will participate in the on-site evaluation, will pre-define its inspection implementation requirements. If not, we are, of course, ready to document all Charter and Code principles implementation, the content of the educational activities, and their ongoing implementation; in order to submit ongoing implementation process evaluation documents; staff categories target group meetings shall be prepared, from which emerges the best picture of the actual state of implementation of the principles at the evaluated research organization. We consider it important to constantly evaluate employee target group feedback throughout the preparatory period before this visit.

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

The objective reason that complicated mutual Steering Committee and Working Group member meetings, as well as educational activities implementation, was, both in 2020 and early 2021, the epidemiological situation in the Czech Republic, caused by the Coronavirus epidemic outbreak, which is also affecting the Zlín Region; which is among the most affected in the Czech Republic and Europe. With regard to this disease, a number of actions were continuously taken by the management of TBU in Zlín as State of Emergency measures were announced by the Czech Republic Government. The planned Working Group meetings, or joint Steering Committee briefings and other events, e.g., educational, took place online. Since the situation in this area is not improving, it is necessary, in the future, to take into account that online forms will be preferred to "face to face" mutual communication forms.

List of 16 internal documents that have been issued at the FAI/CEBIA-Tech level in the course of Action Plan implementations (from section *"Is there any organisational policies alignment with HRS4R? For example - is HRS4R included in the organisation's overarching research strategy´s HR POLICY?"*).

1. CEBIA-Tech Regional Research Centre Doctoral Students Support (Action Plan Activity No. 7),
2. CEBIA-Tech Regional Research Centre Postdoctoral Researcher Support (7),
3. Rules for Mentoring Support Programmes for Ph.D. Students, Post-doctoral Researchers and Beginning Researchers (including Mentoring Programme Personnel Coordination at FAI/CEBIA-Tech) (9, 10),
4. Methodology for Strengthening the Representation of Women in Research and Development in the Regional Research Centre CEBIA-Tech (13),
5. Planned Support of Educational Training in the Balanced Professional Development of Researchers Field (15),
6. Management Training Plan and the Dissemination of the Knowledge and Skills of Managers and Other Relevant CEBIA-Tech Staff (16),
7. Methodology of Education for FAI/CEBIA-Tech Managers in the Strategic Management and Change Management Fields (20),
8. Education Support System for FAI/CEBIA-Tech Managers with an Emphasis on the Creation of a Motivational Mechanisms (22),
9. Sustainable Development Strategy of FAI/CEBIA-Tech (23).
10. CEBIA-Tech Evaluation Methodology (24),
11. CEBIA-Tech Internationalization Strategy (30).
12. CEBIA-Tech Inter-sectoral Cooperation Development Strategy (33),
13. Open Access Strategy of FAI/CEBIA-Tech (36).
14. Research and Development Popularisation Strategy of FAI/CEBIA-Tech (38),
15. A Visitor Centre with Popularization Expositions (40),
16. Training Research and Development Popularisors (41).