

## HR Excellence in Research

# Internal Review

### Internal Review

**Case number**

2021SK629467

**Name Organisation under review**

Comenius University in Bratislava

**Organisation's contact details**

Safarikovo namestie 6, Bratislava, Slovakia, 814 99, Slovakia

**Submission date to the European Commission**

06/02/2025

## 1. Organisational Information

Please provide an update of the key figures for your organisation. Figures marked \* are compulsory.

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	4779
Of whom are international (i.e. foreign nationality) *	303
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	96
Of whom are women *	2345
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	1355
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	1573
Of whom are stage R1 = in most organisations corresponding with doctoral level *	1851
Total number of students (if relevant) *	22 711
Total number of staff (including management, administrative, teaching and research staff) *	4 843
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	239348981,66
Annual organisational direct government funding (designated for research)	49890453,62

**RESEARCH FUNDING (figures for most recent fiscal year)**

€

Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	27297949,34
Annual funding from private, non-government sources, designated for research	232134

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

Comenius University Bratislava was established on 27 June 1919. It offers higher education on all 3 levels of university study, in all fields of studies. Comenius University Bratislava is diversified broad-spectrum university with 13 faculties and a science park and produces a considerable proportion of the labour force. It has educated generations of politicians, historically important figures, scientists, teachers and other scholars who have achieved success in many areas and contributed to the progress of Slovakia. It grew into a modern European university capable of responding to current challenges while maintaining its academic traditions.

**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.



### **Strengths and Weaknesses (Initial Phase)**

#### Strengths:

- Research freedom – Research freedom is implemented in accordance with The European Charter for Researchers.
- Dissemination and exploitation of results – We organise so called multiplier events; Results of work of researchers are disseminated also by informing on meetings of departments, faculties or the university. Research results are included in annual reports, evaluation reports, press releases, portals of cooperation programmes, web portals of institutions. Research results are also disseminated via conferences and publications.

#### Weaknesses:

- Disproportionate administrative burden on researchers – capacities of researchers are not always sufficient.
- Lack of institutional approach, trainings, workshops, examples of best practice, and documents in English.

### **Strengths and Weaknesses (Interim Assessment)**

#### Strengths:

- Research freedom—Research freedom is implemented in accordance with the European Charter for Researchers. Researchers have a positive perception regarding their research freedom and current regulations and practices.
- The embeddedness of ethical and professional aspects.
- The existence of different units to ensure non-discrimination and to deal with ethical violations. (e.g., Gender Equality Officer, GEP contact points, Comenius University Ethics Committee, Trusted persons appointed by the rector of CU).
- Dissemination and exploitation of results—We organize so-called multiplier events; Results of the work of researchers are also disseminated by informing on meetings of departments, faculties, or the university. Research results are included in annual reports, evaluation reports, press releases, portals of cooperation programs, and web portals of institutions. Research results are also disseminated via conferences and publications to both the professional and lay communities.

#### Weaknesses:

- Disproportionate administrative burden on researchers—capacities of researchers are not always sufficient.
- Not all the researchers are familiar with the existing mechanisms.

**Remarks (max 500 words)**



### Strengths and Weaknesses (Initial Phase)

#### Strengths:

- Non-discrimination – Currently, we have no records of discrimination of researchers on the basis of sex, age, ethnic origin, nationality or social origin, religious belief or faith, sexual orientation, language, disability, political opinion, social or economic circumstances.
- At CU the principle of gender or age diversity in selection panels is respected in accordance with the law on universities and law on protection against discrimination.
- Selection panels recognise mobility, achieved research results and experience with managing a project. Evaluation of candidates and their selection is based on multicriterial approach and mobility (especially international) is, in the case of researchers, one of the very important parameters. The importance of this parameter, however, depends on the type of position.

#### Weaknesses:

- Current possibilities of financial rewarding are a hindrance to progress (recruitment of foreign candidates, or candidates from industries) and rejuvenation of staff. Insufficient competitiveness in recruitment of scientists (and lecturers/teachers) from international environment is a significant obstacle to internalization.
- Members of selection panels are not trained in the processes of selection and hiring.
- The candidate Members of selection panels are not trained in the processes of selection and hiring.

### Strengths and Weaknesses (Interim Assessment)

#### Strengths:

- Non-discrimination—currently, we have no records of researchers' discrimination on the basis of sex, age, ethnic origin, nationality, or social origin, religious belief or faith, sexual orientation, language, disability, political opinion, or social or economic circumstances.
- At CU the principle of gender or age diversity in selection panels is respected in accordance with the law on universities and the law on protection against discrimination.

- Selection panels recognize mobility, achieved research results, and experience with managing a project. Evaluation of candidates and their selection is based on a multicriterial approach, and mobility (especially international) is, in the case of researchers, one of the critical parameters. The importance of this parameter, however, depends on the type of position.

Weaknesses:

- Current possibilities of financial rewarding are a hindrance to progress (recruitment of foreign candidates or candidates from industries) and rejuvenation of staff. Insufficient competitiveness in the recruitment of scientists (and lecturers/teachers) from the international environment is a significant obstacle to internalization.

- The candidate members of selection panels lack training in the selection and hiring processes.

- Decentralization of the HR agenda.

- The level of awareness about OTM-R should be improved.

#### **Remarks (max 500 words)**

There is increased awareness for the need to publish advertisements internationally, not only on Euraxess but also on other portals. The work environment at Comenius University Bratislava is also becoming more internationalized thanks to membership in the European University alliance ENLIGHT. The aim of this alliance is also to increase the mobility of all employees of partner universities.

The toolkit material was developed: Step by step to better practices in OTM-R, which sets out the necessary requirements and steps in the recruitment process from the advertising/application phase to the employment phase. A Handbook for new employees has been created, where they will find information on the functioning of the university, strategic and legal documents, information systems, and other practical matters related to their work at Comenius University Bratislava.



### **Strengths and Weaknesses (Initial Phase)**

#### Strengths:

- Collective agreement which creates better conditions for employees than those set by the law on the basis of collective bargaining of the workers union with the employer. It contains some financial benefits for employees beyond the salary table.
- Researchers have the possibility to participate in decision-making meeting of Colleges, panels, senates, scientific boards, etc.
- Gender equality at CU – in general there is gender equality; conditions for gender equality exist to some extent; basically no gender pay gap.
- Possibilities of geographical, intersectoral, interdomain, intradomain and virtual mobility, as well as mobility between public and private sector.

#### Weaknesses:

- Systems of evaluation and appraisal - Employer often has their hand tied when it comes to the system of funding / underfunding of education, science and research.
- Lack of equipment and awareness of university's technical equipment that can be shared with other research groups in order to achieve desired scientific outputs/results.
- Absence of centralised equipment registry.
- Working conditions on some faculties, or their departments are alarming.
- High demands for teaching loads are placed on researchers.
- Working conditions with wheelchair accessibility into CU buildings have not been fully created.

### **Strengths and Weaknesses (Interim Assessment)**

#### Strengths:

- Gender equality at CU—in general, there is gender equality; conditions for gender equality exist to some extent; a Gender Equality Plan; and basically no gender pay gap.



- There are various opportunities for mobility, including geographical, intersectoral, interdomain, intradomain, and virtual mobility, as well as mobility between the public and private sectors.

- CU encourages its researchers to share their opinions through many channels and to participate in the decision-making process at different levels.

- Academic self-governance.

Weaknesses:

- Systems of evaluation and appraisal—Employers often have their hands tied when it comes to the system of funding/underfunding of education, science, and research.

- Lack of equipment and awareness of the university's technical equipment that can be shared with other research groups in order to achieve desired scientific outputs/results.

- Researchers face high demands for their teaching loads.

- PhD students are often just students and not employees.

The persistent underfunding of Slovak higher education and Slovak research seems to be problematic—basic wages are low, and academic staff members often have more jobs. The situation of PhD students within the Slovak higher education system is unique and specific. Not all of them are employees, and PhD scholarships themselves are low.

**Remarks (max 500 words)**



### Strengths and Weaknesses (Initial Phase)

#### Strengths:

- Career development – Institutions create the space by giving individuals opportunities of involvement in projects, attendance at conferences and events, as well as involvement in scientific research agenda of the department, faculty, university.
- Researchers have access to professional training in the area of research and to continuous development via CU Academic library , Slovak centre of scientific and technical information, University libraries, The State Scientific Libraries, Slovak informatics library, free access to WoS and SCOPUS databases and free access to articles published by Springer, Elsevier, and so on; lifelong learning in universities (foreign languages, seminars, workshops, conferences, etc.), counselling (heads of faculties, colleagues, department of scientific research, Department of international relations, etc.), professional networks.

#### Weaknesses:

- Lack of institutional strategy of career development of researchers.
- Lack of university or faculty-based career counselling. Career counselling exists only informally.
- Possibilities for education are minimal and are usually pushed to one's personal free time.

### Strengths and Weaknesses (Interim Assessment)

#### Strengths:

- Career development—Institutions create the space by giving individuals opportunities for involvement in projects, attendance at conferences and events, as well as involvement in the scientific research agenda of the department, faculty, and university.
- Researchers have access to professional training in the area of research and to continuous development via CU Academic Library, Slovak Centre of Scientific and Technical Information, University Libraries, The State Scientific Libraries, Slovak Informatics Library, free access to WoS and SCOPUS databases, and free access to articles published by Springer, Elsevier, and so on; Lifelong learning in universities (foreign languages, seminars, workshops, conferences, etc.); Counselling (heads of faculties, colleagues, department of scientific research, Department of international relations, etc.); And professional networks.
- Creation of Comenius University Doctoral School for R1 researchers.

Weaknesses:

- The system of university- or faculty-based career counseling is imperfect.
- The system of evaluating career development is imperfect.

**Remarks (max 500 words)**

The various educational courses on offer have increased over the past two years, and even researchers have attended them more frequently.

We created the Comenius University Doctoral School to provide more coordinated education for PhD students. The main aim is to develop and organize a range of activities contributing to the enhancement of doctoral studies throughout Comenius University. Courses and activities covered by the Doctoral School complement education within accredited PhD programs to support the development of skills necessary for the employment of R1 researchers in the academic environment and beyond.

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

While in the initial phase of the HRS4R (during the creation of the GAP analysis and subsequent Action Plan), the entire functioning of Comenius University Bratislava was affected by the COVID pandemic. The management and decision-making bodies, as well as employees (including researchers), had to deal with a new way of working and react in a very short time. Securing instruction and the continuation of research had become a priority. For example, the traditional physical mobility abroad, whether short-term or long-term, had experienced a sharp decline. On the other hand, the war in Ukraine, which is our neighboring state, has caused a large influx of Ukrainian scientists and students.

Now we can see that the emphasis certainly switched to virtual mobility and digital skills, as well as the digitalization and simplification of all processes. It turned out that modern technologies could be used much more than before, which can promote greater connections abroad with respect to teaching and research in the coming years.

**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)**

The COVID-19 pandemic, as previously mentioned, had a significant impact on the situation as well as the transition of Slovak higher education to performance contracts. Moreover, since the outbreak of the war in Ukraine, Comenius University has been actively providing assistance and support tools to Ukrainians within its capabilities. This includes various assistance, material, legal, psychological, or spiritual help, as well as many others. All information is available on the university's website in Slovak and Ukrainian. Help Ukraine (uniba.sk). Subsequently, some strategic steps have been pushed into the background because the time and energy of both academic staff members and researchers, as well as other employees, had to be focused elsewhere. Nevertheless, we managed to fulfill the vast majority of the planned measures, though we experienced delays with some of them.

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

Comenius University Bratislava is adopting a new Long-Term Plan of Comenius University Bratislava (Long-term intention) up to the 2029 period. It will include important information for the support and legitimacy of the Action Plan, such as increasing the attractiveness of the environment for international and domestic researchers by implementing the “European Charter for Researchers” and the “Human Resources Strategy for Researchers (HRS4R)” with the aim of maintaining the “HR Excellence in Research” award.

We also anticipate an amendment to the Higher Education Act; Several new laws are being adopted; Reorganization of research agencies; Long-term plan in the field of innovation and technology transfer (national).

### 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 ratings.

**Proposed ACTIONS**

---

**Action 1**

---

Practical implementation of the Ethics code. Acquainting employees with its content, form and possibilities of its application.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 2. Ethical principles	First half of 2023	Comenius University Ethics committee; Vice-rector for Science, Doctoral Studies and Projects; HRS4R Coordinator	Indicator(s): The number of people trained. Target(s): Online training for all academic staff, Ethics code will be an annex to all employment contracts of new CU employees.

## Proposed ACTIONS

---

Current Status	Remarks
IN PROGRESS	<p>Faculties have implemented parts of the Ethics code into their faculty internal regulations and even have their own ethical councils and their own ethics codes, for example, the Faculty of Arts. They have also adopted internal regulations—information about the Ethical Council, also the University's Organizational Rules and Internal Quality System; Disciplinary committees of each faculty—a link to the university's Ethics code—are part of the Internal Quality System of Education at Comenius University Bratislava; Almost every program has a subject for academic writing (regarding plagiarism); Disciplinary proceedings—a practical code of ethics; We are constantly raising awareness of the issue; There have been workshops and trainings on sexual harassment; The distribution of training is two-staged. The university's central level distributes the training to the relevant deans of faculties, who then distribute it to their employees. We will continue to focus on indicators and targets in the forthcoming timeframe. In October 2024, a survey of ethical culture and integrity among students and researchers was conducted. The evaluation will take place in Q1 2025.</p>

**Proposed ACTIONS**

**Action 2**

a) Internal regulation, which would regulate the issue of plagiarism and copyright; b) Strengthening the staff of the Centre for transfer of technologies; Modification of the CU directive on handling intellectual property and raising awareness about enforcing of the directive as well as about the work of CTT among employees of the university.

**GAP Principle(s)**

**Timing (at least by year's quarter/semester)**

**Responsible Unit**

**Indicator(s) / Target(s)**

(+/-) 3. Professional responsibility

(+/-) 8. Dissemination, exploitation of results

(+/-) 31. Intellectual Property Rights

(+/-) 32. Co-authorship

Latter half of 2022, first half of 2023

a) Vice-rector for Science, Doctoral Studies and Projects; Centre for transfer of technologies of CU; Academic library; Department for legislation and legal services for the directive; b) Centre for transfer of technologies for raising awareness; CU Science Park

a) Valid and effective Internal on copyright; b) Number of employees of CTT, directive; Number of awareness raising activities for employees. Target(s): Increase employee awareness on their rights and responsibilities as researchers while creating an object of copyright; Increase the quality of services offered to researchers.

## Proposed ACTIONS

---

Current Status	Remarks
----------------	---------

---

COMPLETED	It was adopted ( <a href="https://uniba.sk/fileadmin/ruk/legislativa/2023/Vp_2023_33.pdf">https://uniba.sk/fileadmin/ruk/legislativa/2023/Vp_2023_33.pdf</a> ) - Also code, ethical behavior; We have, in principle, also within the framework of final theses (rector's order).
-----------	---

---



**Proposed ACTIONS**

**Action 3**

Preparation of an info package for new employees and its translation into English.

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
(+/-) 3. Professional responsibility		Vice-rector for Science,	
(+/-) 12. Recruitment	Latter half of 2023	Doctoral	Uploaded onto the HR platform (part of www.uniba.sk website)
(+/-) 13. Recruitment (Code)		Studies and Projects;	
(+/-) 21. Postdoctoral appointments (Code)		HRS4R Coordinator	

**Current Status      Remarks**

COMPLETED

Creation of the Employee handbook, HRS4R checklist for the new employees. We also developed materials such as the HRS4R brochure and leaflet and produced videos in Slovak and English that provide a detailed explanation of the human resources strategy process for researchers. We have submitted an application to build a EURAXESS center, which would, among other things, assist new employees. We have completely translated the academic information system into English, including all manuals. We plan to convert the follow-up activity into a new Action 28 to better meet the needs of our new employees.

**Proposed ACTIONS**

**Action 4**

Drawing-up of an internal regulation that will clearly set the duties of researchers towards CU as an employer during research/project in Slovak and English.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 4. Professional attitude	First and latter half of 2023	Department of projects RCU; Department for legislation and legal services	Indicator(s): New CU internal regulation – Internal regulation (directive) on research - innovation activities in Slovak and English; Regular trainings/seminars/webinars with which employees of project centres will inform new researchers / beginning doctoral students about their duties towards CU during research/projects. Target(s): Predictability and transparency of rules/duties of researchers towards CU.
(+/-) 5. Contractual and legal obligations			

## Proposed ACTIONS

---

Current Status	Remarks
IN PROGRESS	<p>A new internal directive ("Smernica o príprave, realizácii a správe vedeckovýskumných projektov") was created on the overall research support environment that specifies the roles and responsibilities of researchers, the central project office, and faculty project offices. Research and project management at Comenius University is decentralized, and therefore the directive's architecture creates conditions for more effective processes and better communication. Effects of this action will be enhanced by measures addressed in Action No. 7. The directive is in the final stage of the legislative process; it is expected to be published in the Q1 2025.</p>

**Proposed ACTIONS**

---

**Action 5**

Translation of internal regulations of CU/faculties into English.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 4. Professional attitude	Latter half of 2023, first half of 2024	Department for legislation and legal services of CU/faculty	Indicator(s): Internal regulations of CU/faculties in English. Target(s): Enable foreign students to familiarise with internal regulations of CU/faculties so that they can fulfil their duties towards CU during research.

## Proposed ACTIONS

---

Current Status	Remarks
----------------	---------

---

COMPLETED	<p>We successfully secured a development project at Comenius University Bratislava, named Communication and Internationalization as a Tool for Improving the Quality of Teaching and Research, with a focus on internationalization. Behind the complex name of the project are several specific, very practical activities, for which the university received over 668 thousand euros from the Ministry of Education of the Slovak Republic. We gradually managed to translate the most important university documents into English, such as the Long-term intention, Statute, Internal Quality System, Code of Ethics, Admission Procedure Rules or Study Regulations. The study regulations of the faculties, the accommodation regulations in dormitories, in order to accommodate foreign PhD students or researchers. A professional translation agency provides the translations, and the Institute of Foreign Language Legal Communication of Comenius University's Faculty of Law also collaborates on translating the main university documents.</p> <p>(<a href="https://uniba.sk/en/selected_internal_regulations/">https://uniba.sk/en/selected_internal_regulations/</a>) We plan to follow up on this in the upcoming period (Action 26), as it is a continuous process.</p>
-----------	---

---

## Proposed ACTIONS

### Action 6

Trainings/seminars/webinars.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 4. Professional attitude	Latter half of 2022 and further	Academic library of CU; Centre for transfer of technologies of CU; CU Faculties' project centres; Internal control unit; Department for quality RCU; The vice-Rector(-s) of CU and Deans of individual faculties; HRS4R Coordinator	Indicator(s): The number of seminars and/or the number of attendees to the seminars. Target(s): Increase awareness of researchers about rights and responsibilities in the area of intellectual property rights; Increase legal awareness of researchers about currently active legal norms in the domain of copyright; Increase awareness of researchers on complaint procedures and consequent processes of handling of submitted complaint; Trainings for researchers allowing them to apply for permanent employment; Better teaching and presentation skills of R1 researchers; Courses of pedagogical methods, presenting for R1
(+/-) 5. Contractual and legal obligations			
(+/-) 8. Dissemination, exploitation of results			
(+/-) 22. Recognition of the profession			
(-/+) 25. Stability and permanence of employment			
(+/-) 28. Career development			
(+/-) 31. Intellectual Property Rights			
(+/-) 32. Co-authorship			
(-/+) 33. Teaching			
(+/-) 34. Complains/ appeals			

**Proposed ACTIONS**

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			researchers and for starting teachers.
Current Status	Remarks		
COMPLETED	<p>Currently, we are conducting a large number of trainings/seminars/webinars in all the areas outlined. We have also managed to implement them, for example, in the new Comenius University Doctoral school. We have also managed to involve the Centre of Continuing Education at Comenius University Bratislava for professional training, as well as the Centre for Information Technology (CIT), which alone in last year conducted 130 trainings/webinars, with more than 680 physical participants and 2770 participants online. Moreover, the HRS4R Office held multiple events strongly linked to the Action plan, both in English and Slovak, like "Sharing experiences with the institutional context of gender equality at Comenius University Bratislava," "Ľudské zdroje a rodová rovnosť na UK: čo sa podarilo v prvom roku implementácie stratégie," "Ako ďalej s podporou rodovej rovnosti (nielen) na UK," or "HRS4R webinar: Recommendation for the new Charter for Researchers and practical implications," where we also invited partner universities that are involved in the HRS4R process. We will enlarge the pool of trainings/seminars/webinars and Responsible units for the next period (Action 27).</p>		

**Proposed ACTIONS**

---

**Action 7**

a) Series of guidelines for correct and responsible management of projects for principal investigators; b) Internal regulation governing the effective control in projects + trainings of faculty project centres that will transfer examples of good practice towards the PIs in workplaces.

**GAP Principle(s)**

(+/-) 6. Accountability

**Timing (at least by year's quarter/semester)**

Latter half of 2023

**Responsible Unit**

a) Department of projects RCU b) Department of projects RCU in cooperation with the department of control and the section of the Quaestor + faculty project centres

**Indicator(s) / Target(s)**

a) Number of guidelines in Slovak and English; b) Internal regulation; Number of trainings.



## Proposed ACTIONS

---

Current Status	Remarks
IN PROGRESS	a) Specific guidelines for the new funding program Recovery and Resilience Plan* (separate guidelines for each type of action in the phase of submission and in the phase of implementation—a total of 8). General guidelines for international funding schemes were drafted (currently 4 documents) and will be discussed with the community in 2025; b) 2 new directives and 1 rector's decree were prepared (directives in the final legislation stage/to be published in spring 2025; decree published in May 2025); c) 25 trainings related to correct project management were organized, and numerous follow-up consultations for individual researchers were held. NOTE: The new funding scheme introduced in 2023 required specific attention as it raised high interest among researchers, and they needed immediate support. Therefore, it provided a useful opportunity to apply and test our planned guidelines. Faculties responded very positively to the overall guidance that enables now better understanding of formalized rules introduced by new directives.

---

**Proposed ACTIONS**

---

**Action 8**

---

Digitisation of processes.

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
(+/-) 7. Good practice in research	First and latter half of 2023	Academic library and Centre for information technologies; The section of the Quaestor	Indicator(s): Number of processes digitalized. Target(s): Drawing-up of a strategy for data back-up and storage + plan for its implementation.

## Proposed ACTIONS

---

Current Status	Remarks
COMPLETED	<p>The academic information system (AIS) has digitized virtually everything, cleaned up a lot of data (including the GDPR compliance), implemented many new processes, and conducted balance tests. Unification and publication; The VIRTUA library information system was used to automate library processes; Publishing, making publications, and electronic journals available (online); The process of reverse digitizing materials involves a substantial volume of literature; Registry; Electronic platform WENDY, for public procurement in accordance with the public procurement plan; The Information Technology Center of Comenius University has started providing several ICT services as part of the support of science and research, such as: Statistical software SAS; REDCap - application for collecting electronic questionnaires; HPC Clara - high-performance computing cluster. The successful implementation of the DISK project - Updating and digitalization of the internal quality system, within the framework of the implementation of the activity entitled "HUB of quality of CU", has resulted in the streamlining of the internal quality system of CU as an effective tool for monitoring, evaluating, and disseminating the results of CU quality content. The digitalization of processes and data in the field of higher education has been achieved as an effective tool. Action 29 is the result of the follow-up activities.</p>

**Proposed ACTIONS**

---

**Action 9**

---

Operationalisation of the CU Science Park incubator.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 8. Dissemination, exploitation of results	Latter half of 2023, first half of 2024	CU Science Park	Indicator(s): Putting the CU Incubator into operation, starting a spin-off/start-up. Target(s): Contribute to development by supporting innovative ideas and starting and developing innovative start-ups and spin-offs.

**Current Status      Remarks**

---

EXTENDED

We are currently extending the action; The Science Park is managed by the Comenius University Science Park Council, chaired by the Vice-rector for Science and Doctoral Studies; Recently, the Science Park has become a venue for the Doctoral School, where an event for young researchers (domestic and foreign) was also organized; The HRS4R Office is also located in the Comenius University Science Park.

---

**Proposed ACTIONS**

**Action 10**

Establishing a well-functioning service for the implementation of Open Science within the university. Creating and piloting a Comenius University Open Science support platform that will include training, easily reachable advice, and community-building tools.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 8. Dissemination, exploitation of results	First half of 2023 and further	Academic library of CU; Department of projects of RCU; Vice-rector for External Relations; Vice-rector for Science, Doctoral Studies and Projects; Vice-rector for Education and Social Affairs	Indicator(s): OS Platform (toolkit for researchers, students, and funding officers); OS Ambassadors (main contact points and OS dissemination hubs for different research areas); Publish an OS vision; Develop capacity building training for students, researchers, and faculty library staff. Target(s): Encourage adoption of Open Science practices by raising awareness and spreading encouragement from top management and researchers.
(+/-) 9. Public engagement			

## Proposed ACTIONS

---

Current Status	Remarks
----------------	---------

---

In accordance with the Long-Term Plan of Comenius University Bratislava, the Academic Library, in cooperation with Comenius University faculty libraries, systematically supplemented library collections (an increase of 24,187 library units); Developed a portfolio of electronic information resources and tools (41 licensed databases and tools, of which 19 were purchased from university sources – 13 centrally, 6 at the faculty level); Participated in activities supporting Open Access (OA) and Open Science (OS), mainly through the building of an institutional repository (<https://dspace.uniba.sk>), making OA publications produced by the university available, and increasing the knowledge and skills of employees in this agenda (taking accredited courses focused on OA).

IN PROGRESS

Progress has been achieved in several aspects, such as data management plans; We have developed multiple information policies; Publication of a support tool on the topic of OS for researchers – the Open Science Toolkit; We do not enforce OS, but we enable it. We have signed transformation contracts; We can publish without fees (e.g. in the second half of 2023, Comenius University authors also gained the opportunity to publish in OA without paying APC fees in journals published by Springer Nature, IEEE and Elsevier, as part of transformation contracts concluded within the NISPEZ project. The Academic Library has secured this opportunity within the journals published by Oxford University Press); We provide REDCap and SAS; We have our own HPC cluster; We are preparing several new tools in this area for the next period.

---

## Proposed ACTIONS

### Action 11

Creating communication and marketing strategies focusing on popularisation of science – with improved utilisation of social networks, CU websites and other ways of promotion of creative activities of CU academic staff.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 8. Dissemination, exploitation of results	First half of 2023	Vice-rector for External Relations; Vice-rector for Science, Doctoral Studies and Projects; Vice-rector for Education and Social Affairs	Indicator(s): Creation of communication and marketing strategies; Improving the use of social networks and CU websites, as well as developing new tools to promote the creative activities of CU academic staff. Target(s): Creating and maintaining a dialogue between academia and the general public and stakeholders.
(+/-) 9. Public engagement			

## Proposed ACTIONS

---

Current Status	Remarks
COMPLETED	<p>The communication of Comenius University Bratislava is based on three pillars—tradition, openness, and responsibility. It adapts all communication activities to its position as a modern European university. With its activities, it has contributed to the sustainable development of society. At key moments, it has expressed its position publicly. The university's reputation has positively benefited from clearly formulated positions, even on pressing issues. The target groups of communication are people studying and employed at Comenius University, the general public, applicants for studies, and scientific and research partners; Comenius University Bratislava acted as a proactive and opinion-forming institution, influencing events throughout society. This also contributed to the university's great reach in the media space. Among the measurable evidence of progress in the field of communication, the increase in Comenius University's followers on social platforms stood out. Comenius University recorded the most significant increase on the social network Instagram. The university-wide profile currently has over 13,000 followers (an increase of one third), and the dormitory profile doubled its number of followers to over 4,000. With over 40,000 followers, Comenius University was the third most popular page on Slovak LinkedIn at the end of 2023. Comenius University profiles recorded an even more significant increase in the metric of the impact of published posts and stories. Recently, CU has expanded its communication channels with a profile on the social network aimed at a younger audience, TikTok, and a new network, Threads, which is designed primarily for sharing text posts and engaging in public conversations; The Department for External Relations of Comenius University organized numerous events, just last year the university participated in several university fairs, the department sent out over 40 press releases, 14 issues of the "Unum Necessarium" email newsletter, and four issues of the "Naša univerzita" magazine; Launch of the Comenius University Information Center. This serves as the first point</p>



## Proposed ACTIONS

---

Current Status	Remarks
	of contact and communication with the public, current students, and researchers. The space is also used for lectures, workshops, and smaller events organized within the university; We became a member of the Council for Advertising and Media Literacy+ platforms.

**Proposed ACTIONS**

**Action 12**

Introduce electronic, automated system of evaluation of employees' performance.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 11. Evaluation/ appraisal systems	Latter half of 2023, first half of 2024	The Rector of CU and Deans of individual faculties	Introduce an electronic automated system of evaluation of employees' performance; Internal regulation, a tool for project-based rewarding compatible with European regulations.

**Current Status      Remarks**

IN PROGRESS

We currently use several electronic tools, such as the Scientific/Artistic-Pedagogical Characteristic of a Person (VUPCH), which must be filled out by the researcher on a regular basis and in both Slovak and English. We want to have them published on the new website (Action 29) for every research employee; We have a portal of CU scientific research activities and a comprehensive internal quality system. In the area of quality assurance, CU reflects European standards and guidelines, the so-called ESG 2015. We became signatories of The Coalition for Advancing Research Assessment (CoARA), which is committed to reforming the methods and processes by which research, researchers, and research organizations are evaluated. We have a set process for remuneration for scientific and research activities, which is regulated by a special regulation of individual faculties.

**Proposed ACTIONS**

**Action 13**

Advertising of all vacant researcher posts on international portals (e.g. EURAXESS, Research Gate, LinkedIn), widening of advertising.

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
(+/-) 12. Recruitment	First half of 2023 and further	Vice-rector for Science, Doctoral Studies and Projects; HRS4R Coordinator	Indicator(s): % of research posts published in Euraxess. Target(s): Increase in number of applications from abroad.
(+/-) 13. Recruitment (Code)			

**Current Status      Remarks**

IN PROGRESS

CU continues to communicate with researchers and the general public through social media. Last year, the university expanded its portfolio of official accounts to include the social network Threads. It is also active on Facebook, Instagram, LinkedIn, Euraxess, YouTube, Twitter (from July 2023, platform X), and TikTok. For example, we advertised job positions for researchers within the framework of the Recovery and Resilience Plan of the Slovak Republic and the State Aid Scheme to Support Research, Development, and Innovation within Component 9 of the Recovery and Resilience Plan of the Slovak Republic No. SA.106633 on Euraxess. A new feature in the recruitment process was the gradual shift away from print media in favor of online campaigns. CU continued its campaigns within the Meta tools and also implemented its first campaigns within the Google Ads platform (Search and GDN), which resulted in an almost fourfold increase in website traffic.

## Proposed ACTIONS

Action 14	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>Platform for the sharing of recruitment information, HR tools, and best practices in the area of career development and professional growth with the vision to create a unified institutional strategy for the career development of researchers as a component of a complex university-wide HR strategy.</p>	( +/- ) 12. Recruitment	<p>First half of 2023 and further</p>	<p>The Rector of CU and Deans of individual faculties; HRS4R Coordinator</p>	<p>Establishing online platform on the www.uniba.sk website in Slovak and English; Translation of relevant internal regulations and directives into English; Gathering and dissemination of information and best practices in the area of career development strategy for researchers and in the area of open, effective, transparent, favourable and internationally comparable recruitment policy; Online form for submission of questions and creation of FAQ database; Regular maintenance and update of the website in Slovak and English.</p>
	( +/- ) 13. Recruitment (Code)			
	( ++ ) 17. Variations in the chronological order of CVs (Code)			
	( +/- ) 18. Recognition of mobility experience (Code)			
	( ++ ) 19. Recognition of qualifications (Code)			
	( +/- ) 21. Postdoctoral appointments (Code)			
	( +/- ) 28. Career development			
	( -/+ ) 29. Value of mobility			
	( -- ) 30. Access to career advice			
	( -/+ ) 38. Continuing Professional Development			
( -/+ ) 39. Access to research training and continuous				

**Proposed ACTIONS**

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

<b>Current Status</b>	<b>Remarks</b>
COMPLETED	Creation of the HRS4R platform ( <a href="https://uniba.sk/en/research/human-resource-strategy-for-researchers-hrs4r/">https://uniba.sk/en/research/human-resource-strategy-for-researchers-hrs4r/</a> ). Furthermore, the creation of the Doctoral School platform is a significant accomplishment; We are supplementing and updating our website, which also includes the EN version; We have translated several directives into EN ( <a href="https://uniba.sk/en/selected_internal_regulations/">https://uniba.sk/en/selected_internal_regulations/</a> ); Also a code of ethics; We have developed several materials, such as the EURAXESS Dissemination Manual; Action 28, an employee application, and a new website (Action 29) will complement this action in the upcoming period.

**Proposed ACTIONS**

---

**Action 15**

Unification of all recruitment/selection processes of all CU faculties and other parts of the university, that carry out research in accordance with the OTM-R.

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
(+/-) 12. Recruitment			
(+/-) 13. Recruitment (Code)			
(+/-) 14. Selection (Code)			
(+/-) 15. Transparency (Code)	First half of 2023 and further	The Rector of CU and Deans of individual faculties; HR departments	Unification of the style and manner of advertising of vacant positions; Definition and unification of selection of panel members.
(+/-) 16. Judging merit (Code)			
(+/-) 21. Postdoctoral appointments (Code)			

## Proposed ACTIONS

---

Current Status	Remarks
----------------	---------

---

IN PROGRESS	<p>In addition to the adoption of the Rector's Directive (Internal Regulation No. 16/2022 Directive of the Rector of the Comenius University Bratislava on the adoption of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers of the Comenius University Bratislava), a proposal was developed as part of the actions to update those internal regulations that the planned changes were to concern: Unification of selection procedures of all faculties of the Comenius University Bratislava and its components in accordance with OTM-R (OTM-R, adherence to the principles of open, transparent and results-based recruitment, e.g. feedback for applicants, advertising of all vacant researcher positions on international portals (e.g. EURAXESS, ResearchGate, LinkedIn), expansion of advertising). The toolkit material was developed: Step by step to better practices in OTM-R, which sets out the necessary requirements and steps in the recruitment process from the advertising/application phase to the employment phase. The aim was to develop the principles of the code of conduct for the recruitment of researchers, provide more detailed information and practical solutions, and show examples of good practice to relevant workers.</p>
-------------	--

---

**Proposed ACTIONS**

**Action 16**

Doctoral school.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 22. Recognition of the profession	First half of 2024	The Vice-rector(-s) of CU and Deans of individual faculties; HRS4R Coordinator	CU along with its international partners organise and intensive several-days/weeks-long course for very promising doctoral students aimed at specific discipline/domain, including a series of lectures of top experts, etc. (depending on the faculty). Professional skills of R1 researchers are going to improve, thanks to university's strategic partnerships they will get a chance to earn an internship on the partner university.
(+/-) 28. Career development			



## Proposed ACTIONS

---

Current Status	Remarks
----------------	---------

---

COMPLETED	<p>Regarding the plans for the doctoral school, we have significantly exceeded the planned activities. We created Doctoral School as a part of wider efforts to further improve the quality of doctoral studies at Comenius University (Internal regulation no. 3/2024 Doctoral School of the Comenius University Bratislava). It also aims to contribute to the professional development of PhD students and, in this regard, supports the implementation of HRS4R at Comenius University. The initial activities of Doctoral School are implemented also thanks to the project "HRS4R UK in practice: the UK Doctoral School," which is funded by the Ministry of Education and Science of the Slovak Republic. We will transform follow-up activities into a new Action 30.</p>
-----------	--

---

**Proposed ACTIONS**

**Action 17**

Catalogue of research infrastructures (online).

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
(-/+ ) 23. Research environment	Latter half of 2023	ACCORD Project team; Department of projects of RCU	Online catalogue / visit rate, number of users.

**Current Status**

**Remarks**

EXTENDED

The launch of new research infrastructures has been postponed due to delays in construction and furnishing works. Moreover, new national guidelines on monitoring non / auxiliary activities in research infrastructures have also been delayed. These were crucial for the proper design and set-up of the system of infrastructure usage (reservation system, capacity monitoring, etc.). In this context, we decided to postpone the setup of the online catalog.

**Proposed ACTIONS**

---

**Action 18**

Strategy for investment and equipment for research.

**GAP Principle(s)**

**Timing (at least by year's quarter/semester)**

**Responsible Unit**

**Indicator(s) / Target(s)**

(-/+ ) 23. Research environment

Latter half of 2023

Vice-rector for Science, Doctoral Studies and Projects;  
Vice Deans for Science and Research;  
Vice-rector for Property Management and Investment

Implementation plan of the strategy; Its annual evaluation.

## Proposed ACTIONS

---

Current Status	Remarks
----------------	---------

---

COMPLETED	<p>In the area of investment activities, Comenius University Bratislava continued to meet the indicators of the long-term development plan. We prepared updates for the long-term investment actions plan. We processed the materials needed to compile the education sector's investment plan for all parts of Comenius University Bratislava. The following most significant investment actions were completed at the faculties of Comenius University Bratislava: completion of the construction and final approval of the Pavilion of High-Technology of the Faculty of Mathematics, Physics, and Informatics, and renovation of the Institute of Immunology of the Faculty of Medicine of Comenius University. The process will continue as Action 31.</p>
-----------	---

---

**Proposed ACTIONS**

---

**Action 19**

Realisation of a survey aimed at reconciliation of private and work life.  
 Analysis of the situation of employees returning from maternity/parental leave.  
 Analysis of conditions and personnel policies at CU in connection to reconciliation of private and work life.

**GAP Principle(s)**

(-/+ ) 24. Working conditions

**Timing (at least by year's quarter/semester)**

First half of 2023

**Responsible Unit**

CU Faculty of Management;  
 Centre for gender studies FoP CU;  
 Department of scientific research and doctoral studies RCU;  
 HRS4R Coordinator

**Indicator(s) / Target(s)**

Indicator(s): Conducting a survey and writing a report. Target(s): Make the return to research after parental leave easier for researchers.

## Proposed ACTIONS

---

Current Status	Remarks
COMPLETED	<p>The mapping of organizational policies at individual CU faculties and the results of a survey on working conditions at CU took place in 2023, and the Working Group for a more gender-inclusive working environment is currently being formed. Its task will be to formulate recommendations aimed at: - Support for employees after returning from parental leave or other career breaks associated with care; - Prevention of discrimination and gender bias in selection processes and habilitation and inauguration proceedings. The recommendations should be presented to the HRS4R Steering Committee and subsequently implemented at our university, which is in line with the European Charter for Researchers and the CU Gender Equality Plan. Based on the mapping, we created the Academic Mentoring Program (AMP), the goal of which is to help beginning academic workers of CU to start their career growth by creating a safe space for discussing issues of their own professional development and the functioning of the scientific community with a more experienced colleague. A separate part of AMP focuses on supporting people who have returned to work after parental leave. AMP is also intended to support experienced academic workers of Comenius University in acquiring mentoring skills and to enable them to actively contribute to the professional development of the CU's employee community, and thus also to increase the quality of research and educational activities at CU. (<a href="https://uniba.sk/veda/hrs4r/academic-mentoring-program/">https://uniba.sk/veda/hrs4r/academic-mentoring-program/</a>).</p>

**Proposed ACTIONS**

**Action 20**

Building a new university kindergarten for children of employees of CU.

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
(-/+ ) 24. Working conditions	First and latter half of 2023	Office of the Rector of CU	Indicator(s): Opening a kindergarten for children of CU employees. Target(s): Make the return to research after parental leave easier for researchers.

<b>Current Status</b>	<b>Remarks</b>
IN PROGRESS	The project's shift from "single-class" to "double-class" caused a delay in the original plan, which unfortunately prolonged the public procurement process. We have hired a part-time person who is currently working on the internal regulations of the kindergarten and preparing the necessary administrative steps for its launch. The concept of admission of children and the functioning of the kindergarten is to be subsequently submitted to the university management meeting.

**Proposed ACTIONS**

**Action 21**

Investment into reconstruction of buildings and better equipment and instrumentation of CU faculties.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 24. Working conditions	Latter half of 2022 and further	Department of projects of RCU	Indicator(s): Reconstruction and new equipment for FNS CU and FMPI CU thanks to the ACCORD project. Target(s): Improve working conditions for CU researchers.

**Current Status      Remarks**

IN PROGRESS

Major investment in the reconstruction of STEM faculties (FNS and FMPI/ACCORD project) focused on energy efficiency & better equipment as well as the construction of new biobanking infrastructure (Medical Faculty in Martin) finished in 2023 (thanks to ERDF funding for 2014-20). However, follow-up funding (necessary for refurbishing) has been delayed and will be realized in 2025. Other faculties address reconstruction on a smaller scale due to budgetary restrictions. Therefore, working conditions have improved only in targeted faculties.



**Proposed ACTIONS**

**Action 22**

Preparing an analysis of accessibility of buildings.

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
(-/+ ) 24. Working conditions	Latter half of 2023, first half of 2024	Individual parts of CU; HRS4R Coordinator	Indicator(s): Analysis of accessibility of CU buildings. Target(s): Take measures to solve the shortcoming discovered by the analysis.

<b>Current Status</b>	<b>Remarks</b>
COMPLETED	Identification of physical barriers at Comenius University has already taken place (feedback was also acquired from students) and is ongoing; in recent years, mainly in cooperation with the Faculty of Arts, the Faculty of Education, and the Faculty of Mathematics, Physics, and Informatics of Comenius University, a more in-depth survey was also carried out in 2023. Measures were also addressed, e.g., for the visually impaired (e.g., guidelines for the entire campus, platforms, toilets, and support services). The current focus is not only on physical disabilities but also mainly on mental disorders. This will also be addressed in the new Action 33.

**Proposed ACTIONS**

**Action 23**

a) Gender Equality Plan - Measures to increase proportion of women in decision-making bodies; b) Implementation of Gender Equality Plan, or plans of individual faculties (currently in making at FF and FM).

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
(+/-) 27. Gender balance	First half of 2021 and further	Parties involved in the Gender Equality Plan	Regular evaluation of implementation of the plan - publishing the count-down of finished tasks.
(++) 35. Participation in decision-making bodies			

**Current Status**

**Remarks**

COMPLETED

The first university Gender Equality Plan (GEP) implemented in 2022-2024 achieved progress, especially in the area of safe working environments but also in the gender dimension in research. However, the representation of women in decision-making bodies has not yet improved due to systemic barriers. GEP initiated several new bodies: 1. An official network of faculty GEP contact points to enhance the implementation of GEP measures was created and works very well (the HRS4R Coordinator is also one of the GEP contact points); 2. An informal network of researchers conducting gender-sensitive research is a lively expert community where practices and expertise are shared; 3. A university Gender Equality Officer was employed who is responsible for the overall agenda. A new GEP for the next five years is in the making; besides continued work on gender equality at the institutional level, gender in research, and a safe working environment, a special focus will be dedicated to an inclusive recruitment process and working environment (Action 34).

**Proposed ACTIONS**

---

**Action 24**

System of control and management of science and research which will define the main framework and will be further elaborated by series of guidelines (for investigation teams and for improvement of communication) and trainings.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
( +/- ) 36. Relation with supervisors	Latter half of 2023	Vice-rector for Science, Doctoral Studies and Projects; Vice Deans for Science and Research; Department of science and doctoral studies of RCU; Department of projects of CU	Number of guidelines and trainings/documents for researchers.
( +/- ) 37. Supervision and managerial duties			
( +/- ) 40. Supervision			

## Proposed ACTIONS

---

Current Status	Remarks
IN PROGRESS	A new internal directive ("Smernica o kontrole vedeckovýskumných projektov") was created. The legislative process is finalizing the directive, with an expected publication in the first quarter of 2025. Follow-up activity will be a) training of faculty project offices who are responsible for communication of rules and procedures towards research teams; b) short guidelines for researchers available at the internal portal. We use regulations, guidelines, and regulations from the Rectorate Section of Science and Doctoral Studies: Office of Science, Research and Doctoral Studies, Research Projects Office, HRS4R Office, and Academic Library of the Comenius University Bratislava. We use webinars, trainings, and education provided by external agencies (e.g., National Horizon Office, SAIA, and others).

**Proposed ACTIONS**

---

**Action 25**

---

Strategy and system for career planning and support.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 38. Continuing Professional Development	First half of 2023	HRS4RUK Steering Committee and the Working Group; HRS4R Coordinator; Department of science and doctoral studies of RCU	Introduction of a strategy; Setting-up of measures and their evaluation.
(-/+) 39. Access to research training and continuous development			

## Proposed ACTIONS

---

Current Status	Remarks
COMPLETED	<p>The first step towards the strategy and system for career planning and support was the creation of the position of HRS4R Coordinator and later also a separate HRS4R Office within the Rectorate—the Vice-Rector's Department for Science and Doctoral Studies. This department enables coordination and cooperation with other departments that are necessary for the strategy and system for career planning and support and supervises their proper implementation. The strategy is thus also ensured in terms of personnel and is an integral part of the management system at CU. In addition, the HRS4R Coordinator has actively participated in international activities within the European university alliance ENLIGHT, where he cooperates with partners from 10 universities to support, for example, Early Career Researchers (R1-R2). Improving the quality of the strategy and system for career planning and support continues within the framework of the implementation of the university-wide HRS4R strategy. Specifically, the implementation of the CU Gender Equality Plan has naturally become part of this strategy, the measures of which also address specific needs for improving the career support and working environment (e.g. procedures for dealing with harassment cases, a campaign to prevent such behavior, the introduction of confidential persons, etc.). In the context of supporting science, the measures from the plan help develop responsible and ethical research (e.g. by sharing experiences on the application of the gender perspective in research). The reforms of the Charter and Code, which the EU adopted at the end of 2023, show that CU has set its strategy correctly for the future as well. The Gender Equality Plan should be and already is directly linked to the Human Resources Strategy. CU thus actively contributes to the achievement of the objectives of the European Research Area with its own reforms. The strategy and system for career planning and support is currently an integral part of the university's internal rules, principles and organizational structure. However, the proper implementation of this</p>

## Proposed ACTIONS

---

Current Status	Remarks
----------------	---------

---

action will continue to be part of CU's strategic plans. The Long-Term Plan of Comenius University Bratislava for up to 2029 will be updated and made more concrete. This will include a promise to keep working on the updating of HRS4R, the system for career planning and support, and keeping the HR Excellence in Research Award brand. Therefore, this action will continue within the new Action 35.

---

## Proposed ACTIONS

### Action 26

Translation of internal regulations of CU/faculties into English.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 2. Ethical principles	Latter half of 2026, first half of 2027	Department for legislation and legal services of CU/faculty	Indicator(s): Internal regulations of CU/faculties in English. Target(s): Enable foreign students to familiarise with internal regulations of CU/faculties so that they can fulfil their duties towards CU during research.
(+/-) 4. Professional attitude			
(+/-) 5. Contractual and legal obligations			
(+/-) 13. Recruitment (Code)			
(+/-) 14. Selection (Code)			
(+/-) 15. Transparency (Code)			
(+/-) 16. Judging merit (Code)			
(+++) 17. Variations in the chronological order of CVs (Code)			
(+/-) 18. Recognition of mobility experience (Code)			
(+++) 19. Recognition of qualifications (Code)			
(+++) 20. Seniority (Code)			



**Proposed ACTIONS**

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
( +/- ) 21. Postdoctoral appointments (Code)			
( +/- ) 31. Intellectual Property Rights			
( +/- ) 32. Co-authorship			
( +/- ) 34. Complains/ appeals			
( ++ ) 35. Participation in decision-making bodies			
<b>Current Status</b>	<b>Remarks</b>		
NEW			

**Proposed ACTIONS**

**Action 27**

Trainings/seminars/webinars.

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
(+/-) 4. Professional attitude	On a continuous basis until Q4 2028	Academic library of CU; Centre for transfer of technologies of CU; Centre for information technologies; CU Faculties'project centres; Internal control unit; Department for quality RCU; The vice-Rector(-s) of CU and Deans of individual faculties; Centre of Continuing Education; The Support Centre for Students with Special Needs; Gender Equality Officer; Doctoral School Coordinator;	Indicator(s): The number of seminars and/or the number of attendees to the seminars. Target(s): Increase awareness of researchers about rights and responsibilities in the area of intellectual property rights; Increase legal awareness of researchers about currently active legal norms in the domain of copyright; Increase awareness of researchers on complaint procedures and consequent processes of handling of submitted complaint; Increase awareness of HRS4R; Trainings for researchers, allowing them to apply for
(+/-) 5. Contractual and legal obligations			
(+/-) 8. Dissemination, exploitation of results			
(++) 10. Non discrimination			
(+/-) 22. Recognition of the profession			
(-/+ ) 25. Stability and permanence of employment			
(+/-) 27. Gender balance			
(+/-) 28. Career development			
(-- ) 30. Access to career advice			
(+/-) 31. Intellectual Property Rights			
(+/-) 32. Co-authorship			

**Proposed ACTIONS**

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 33. Teaching		HRS4R Coordinator	permanent employment; Skills for academic careers such as academic writing and publishing, open science, responsible research, teaching, etc.; Transferable and soft skills such as project management, presentation skills and communication, knowledge transfer, career management, etc. to improve employability of researchers across sectors; Skills for interdisciplinary research in themes and areas focusing on the challenges of social and economic practice.
(+/-) 34. Complains/ appeals			

**Proposed ACTIONS**

---

<b>Current Status</b>	<b>Remarks</b>
NEW	

---

## Proposed ACTIONS

### Action 28

Preparation of an application for new employees.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
( +/- ) 3. Professional responsibility	Latter half of 2026	Vice-rector for Science and Doctoral Studies; Centre for information technologies; HRS4R Coordinator	Target(s): Creating an application for new employees; Onboarding new employees; Indicator(s): "BOZP" (Safety at Work) / GDPR inclusion; - Online courses; - Centre for Information Technology (CIT) services available; - Employee profile incorporated; - Regular admin tabs; - Benefits included; - Security.
( +/- ) 12. Recruitment			
( +/- ) 13. Recruitment (Code)			
( ++ ) 17. Variations in the chronological order of CVs (Code)			
( +/- ) 18. Recognition of mobility experience (Code)			
( ++ ) 19. Recognition of qualifications (Code)			
( +/- ) 21. Postdoctoral appointments (Code)			
( +/- ) 28. Career development			
( -/+ ) 29. Value of mobility			
( -- ) 30. Access to career advice			
( -/+ ) 38. Continuing			

## Proposed ACTIONS

---

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
Professional Development			
(-/+)	39.	Access to research training and continuous development	

---

<b>Current Status</b>	<b>Remarks</b>
-----------------------	----------------

NEW	
-----	--

---

## Proposed ACTIONS

### Action 29

Digitisation of processes.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
( +/- ) 4. Professional attitude	On a continuous basis until Q4 2028	Academic Library and Centre for information technologies; The section of the Quaestor	Indicator(s): Number of processes digitalized. Target(s): Creating a new university website that will improve many of the current shortcomings.
( +/- ) 7. Good practice in research			
( +/- ) 9. Public engagement			
( ++ ) 10. Non discrimination			
( +/- ) 12. Recruitment			
( +/- ) 13. Recruitment (Code)			
( +/- ) 18. Recognition of mobility experience (Code)			
( +/- ) 21. Postdoctoral appointments (Code)			
( -/+ ) 23. Research environment			
( -/+ ) 24. Working conditions			
( +/- ) 28. Career development	( -- ) 30. Access to career advice		

**Proposed ACTIONS**

---

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
(-/+ ) 38. Continuing Professional Development			
(-/+ ) 39. Access to research training and continuous development			
<b>Current Status</b>	<b>Remarks</b>		
NEW			

---



## Proposed ACTIONS

### Action 30

Doctoral school.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 7. Good practice in research	On a continuous basis until Q4 2028	The Vice-rector(-s) of CU and Deans of individual faculties; The Doctoral School Coordinator; HRS4R Coordinator	Indicator(s): The number of seminars/workshops/courses/mentoring and/or the number of attendees to the seminars/workshops/courses/mentoring. Target(s): To develop and organize a range of activities contributing to the enhancement of doctoral studies throughout Comenius University. Courses and activities covered by the Doctoral School complement education within accredited PhD programs to support the development of skills necessary for the employment of PhD graduates in the academic environment and beyond. In line with the Long-term Plan of Comenius University as well as the objectives of the ENLIGHT University Alliance, the ambition is to gradually offer a range of activities covering the widest possible spectrum of skills defined in the European Competence Framework for Researchers (Research Comp).
(+/-) 22. Recognition of the profession			
(-/+) 23. Research environment			
(+/-) 27. Gender balance			
(+/-) 28. Career development			
(-- ) 30. Access to career advice			
(-/+) 33. Teaching			

**Proposed ACTIONS**

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

(+/-) 36.  
Relation with supervisors

(-/+ ) 39.  
Access to research training and continuous development

<b>Current Status</b>	<b>Remarks</b>
-----------------------	----------------

NEW

**Proposed ACTIONS**

**Action 31**

Strategy for investment and equipment for research.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 23. Research environment	On a continuous basis until Q4 2028	Vice-rector for Science and Doctoral Studies; Vice Deans for Science and Research; Vice-rector for Property Management and Investment	Implementation plan of the strategy; Its annual evaluation.

**Current Status      Remarks**

NEW

**Proposed ACTIONS**

**Action 32**

Collection and evaluation of feedback from (research) employees on satisfaction with the material and organizational conditions for their research/creative activities.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 23. Research environment	On a continuous basis until Q4 2028	CU Faculty of Management; Centre for gender studies FoPCU; Department of scientific research and doctoral studies RCU; Gender Equality Officer; HRS4R Coordinator	Indicator(s): - Questionnaire development: Prepare an anonymous questionnaire for (research) employees focused on satisfaction with infrastructure, IT equipment, support services, and administration. - Number of individual surveys; number of completed questionnaires. Target(s): Improve material and organizational conditions for research/creative activities of researchers through regular collection and evaluation of feedback.
(-/+) 24. Working conditions			

**Current Status      Remarks**

NEW

**Proposed ACTIONS**

---

**Action 33**

Preparing an analysis of physical and information barriers.

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
(++) 10. Non discrimination	On a continuous basis until Q4 2028	Individual parts of CU; The Support	Indicator(s): Monitoring/identification/analysis with recommendations of physical and information barriers at Comenius University Bratislava. Target(s): Take measures to solve the shortcoming discovered by the analysis.
(-/+ ) 23. Research environment		Centre for Students with Special	
(-/+ ) 24. Working conditions		Needs; HRS4R Coordinator	

**Current Status      Remarks**

NEW

---

**Proposed ACTIONS**

**Action 34**

Gender Equality Plan.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 2. Ethical principles (++) 10. Non discrimination (+/-) 27. Gender balance (++) 35. Participation in decision-making bodies	On a continuous basis until Q4 2028	Parties involved in the Gender Equality Plan (namely Gender Equality Officer, HRS4R Coordinator)	Indicator(s): Regular evaluation of the implementation of the plan—publishing the countdown of finished tasks. Target(s): Creating a better working and study environment, as well as improving the quality of research and education. Set measures aimed at initiating structural changes that will lead to an open, supportive, inclusive, and non-discriminatory environment for all employees and students.

**Current Status      Remarks**

NEW

**Proposed ACTIONS**

**Action 35**

Strategy and system for career planning and support.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 38. Continuing Professional Development  (-/+) 39. Access to research training and continuous development	On a continuous basis until Q4 2028	HRS4R Steering Committee and the Working Group; HRS4R Coordinator; Office of Science, Research and Doctoral Studies of RCU	Indicator(s): Conduct internal meetings of HRS4R bodies and continuous evaluation of measures; HRS4R Steering Committee meetings; Target(s): Continuous implementation of a strategy. The strategy aims to enhance career planning and support, thereby elevating the quality of research and education.

**Current Status      Remarks**

NEW

**Proposed ACTIONS**

**Action 36**

Communication and marketing strategies focusing on popularisation of science – with improved utilisation of social networks, CU websites and otherways of promotion of creative activities of CU academic staff.

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
(+/-) 8. Dissemination, exploitation of results	On a continuous basis until Q4 2028	Vice-rector for External Relations; Vice-rector for Science and Doctoral Studies; Vice-rector for Education and Social Affairs; Vice-rector for International Relations	Indicator(s): Creation of communication and marketing strategies; Improving the use of social networks and CU websites, as well as developing new tools to promote the creative activities of CU academic staff. Target(s): Creating and maintaining a dialogue between academia and the general public and stakeholders.
(+/-) 9. Public engagement			

**Current Status      Remarks**

NEW

**Unselected principles:**

(++)1. Research freedom      (-/+ )26. Funding and salaries



**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, multiple links must be comma separated \*:

**URL \*:**

<https://uniba.sk/en/research/hrs4r/> (<https://uniba.sk/en/research/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.

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

In general, the Open Recruitment Policy is not perfect, and that is why it is necessary to undergo a range of actions. We are aware that the specificities of research work demand formulation of further conditions and obligations on both sides beyond the scope of the ones defined by the law. Creation of the Platform for sharing of information and best practices in the area of career development, with the vision of creation of a unified institution-wide strategy for researchers' career development as a part of a complex university-wide Human resources strategy will offer a solid foundation for development and implementation of a centralised and complex university-wide HR policy. This policy will be fully in accordance with OTMR policy norms that stem from the Charter and the Code of Conduct. It will also be necessary to set up trainings with the aim of familiarisation with the HRS4R and development of required soft skills in order to share proven procedures and know-how in the area of human resources and to train admin workers to communicate in a foreign language (English).

The process of Open Recruitment Policy at CU is specified in detail by various internal documents, such as Internal regulation No. 14/2014 Principles of recruitment procedure for filling in of posts of university teachers, researchers, professors and associate professors and posts of managerial employees of the Comenius University Bratislava. Furthermore, the legislative framework contains, among others, Act No. 131/2002 Coll. On universities, Act No. 365/2004 Coll. On equal treatment, Act No. 552/2003 Coll. On carrying out work in public service, Act No. 311/2001 Coll. Labour code.

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

The process of Open, Transparent and Merit-based Recruitment of Researchers at CU is specified in detail by various internal documents that **have been updated since we started our HRS4R process**, such as **Internal Regulation No. 16/2022** Directive of the Rector of Comenius University on the adoption of the European Charter for Researchers and the Code of Conduct for the recruitment of researchers at the Comenius University Bratislava; Internal Regulation No. 19/2022 Principles of recruitment procedure for filling in of posts of university teachers,

researchers, professors, and associate professors and posts of managerial employees of the Comenius University Bratislava. Furthermore, the legislative framework contains, among others, Act No. 131/2002 Coll. On universities, Act No. 365/2004 Coll. On equal treatment, Act No. 552/2003 Coll. On carrying out work in public service, and Act No. 311/2001 Coll. Labour code. We recognize that the specifics of research activities demand the establishment of additional requirements and obligations for everyone involved beyond those stipulated by law.

Comenius University emphasizes advertising all hiring procedures on its faculty websites and main web pages. In addition, positions for researchers and academics are advertised on multiple different websites, including the Euraxess website or on another international website suitable for advertising research and academic positions (e.g., ResearchGate/LinkedIn). The heterogeneity of the university does not allow the HRS4R Coordinator to check the compliance of all OTMR principles by the faculties and to impose penalties for non-compliance. However, we try to ensure that the positions are advertised well in advance so that all candidates are informed that they have been included in the competition and so that they have complete information on how the procedure will take place.

A selection committee always evaluates candidates. We strive to alleviate the administrative strain on candidates by allowing them to submit their applications electronically for the hiring procedure. Additionally, we can conduct interviews remotely. In evaluating candidates, the committee takes into account their educational and creative activities to date, as well as other aspects of their overall professional experience, such as promotion, mobility, and managerial skills. The university's internal documents clearly state the composition of the selection committees. The Comenius University also sets out the rules regarding the committee's appointment. We inform all candidates of the results of the hiring procedure.

**Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.**

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located. Multiple links must be comma separated.

**URL:**

()

#### 4. Implementation process

**General overview of the implementation process: (max. 1000 words)**

With the aim to unify the procedures of individual faculties and other parts of the university that conduct research and the Comenius University Bratislava as a whole with the principles of the European Charter for Researchers, the implementation is being carried out by the use of the above-mentioned measures. A great emphasis is being put on sharing proven procedures among individual faculties. Most of the measures implemented centrally have a framework character, and necessary assistance and methodological support and guidance are being given to all

CU faculties from the central level. The HRS4R Coordinator, along with other CU HRS4R bodies, organizes a series of meetings, sets the workflow, and monitors the outputs. The timing of the implementation is being set according to the Action Plan, and the overview of the implementation is being secured by the regular meetings of the CU Steering Committee for the implementation of the HRS4R and the meetings of the Working Group for the implementation of the HRS4R. We plan to achieve the goals by realizing the following steps:

- Continuous unification of the recruitment procedures of faculties and other parts of the university according to OTM-R and continuous improvement and expansion of our HRS4R platform.
- Sharing information and proven procedures in the area of recruitment, career development, and professional growth in order to identify needs and risks that need to be taken into consideration in the preparation and implementation of the complex and unified HRS4R strategy and OTM-R policy.
- Analysis of opportunities for improvement of working conditions of researchers (e.g., simplifying the access of local and foreign applicants to the university by unifying and translating the necessary regulations, documents, and forms into English and by preparing an application for all new employees; improving the English language communication skills of administrative staff; gradually offering a broad range of activities covering the widest possible spectrum of skills defined in the European Competence Framework for Researchers (Research Comp), especially:
  1. Skills for academic careers such as academic writing and publishing, open science, responsible research, teaching, etc.;
  2. Transferable and soft skills such as project management, presentation skills and communication, knowledge transfer, career management, etc. to improve the employability of researchers across sectors;
  3. Skills for interdisciplinary research in themes and areas focusing on the challenges of social and economic practice.

And more by creating a platform for networking, sharing of information, procedures, and best practices.

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)**

We depended on the materials gathered throughout the execution of the Action Plan. Initially, we assessed the existing Action Plan's implementation, followed by the gathering of proposals for a new Action Plan. The topics were derived from our individual interviews with the Responsible units of the Action Plan and members of the Working Group and the Steering Committee, encompassing all faculties, as well as our strategic documents (e.g., Long-Term Plan of Comenius University Bratislava), strategic projects (notably within our European University alliance ENLIGHT), and recommendations from external evaluations (e.g., the audit of internationalization). The operational versions were initially reviewed by the departments tasked with executing the Action Plan and by other administrative personnel of the Rectorate. The members of the Working Group and the Steering Committee subsequently provided feedback on the draft versions. The documents were approved by the SC during the CU meeting of the HRS4R Steering Committee after all comments were incorporated.

As this pertains to the execution of a European strategy, we prioritized collaboration with other universities and research institutions, as well as the exchange of expertise. The SC members, including our HRS4R Coordinator, attended multiple seminars conducted by specialists from different institutions, and we also hosted a webinar featuring various experts (e.g., Michele Rosa-Clot), inviting other Slovak institutions engaged in the HRS4R award process. We frequently convened with colleagues executing HRS4R at other Slovak and Czech universities to exchange our experiences. This approach has been effective due to the similarities between Slovak and Czech institutions. Furthermore, this enabled us to attend various seminars conducted by more experienced international colleagues who visited the Slovak Republic at the invitation of our university or another institution. We recognize that the particulars of research endeavors necessitate the establishment of additional requirements and obligations for both parties beyond those stipulated by law.

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



**Detailed description and duly justification (max. 500 words)**

As we are very well aware, researchers and the academic staff are the main stakeholders in the implementation. They are involved at several levels throughout the entire process. They are members of the Working Group (WG), which consists of representatives of individual parts of the CU that carry out research or development activities. The composition of the WG has balanced representation of researchers on all levels of their careers (R1-R4), in accordance with the European framework for research careers and with an emphasis on gender equality; They are members of the Steering Committee (SC) and the HR employees, research office employees, etc.); They are members of Responsible units of the Action plan; They are members of the university bodies; We concluded multiple surveys with the research community; Ad hoc consultations were created that commented on and contributed to the specific steps, or individual interviews were conducted with the researchers and academics (e.g. gender equality, doctoral school, special needs).

Furthermore, the members of the WG and the SC met on a regular basis during the implementation process. In addition, we were in regular contact via email/personally. We kept them updated on the progress and, naturally, they actively participated in the creation of documents and procedures. For the most part, the process was organized so that the implementation team, led by HRS4R Coordinator (who is also an R2 researcher), created the first working version, which was subsequently reworked based on comments from the WG and later on SC.

Working groups for gender equality within individual faculties also represent researchers. Moreover, they participate in the central working group for the Gender Equality Plan of CU. Besides this, all decisions are being discussed on all levels—with the Responsible units of the Action plan, the WG, and the SC. Researchers and other employees can contact a corresponding HRS4R body, Responsible unit, or the HRS4R Coordinator. Comenius University Bratislava commits to keeping the position of HRS4R Coordinator for the duration of the implementation phase of the HRS4R and beyond.

Every researcher has a chance to contribute to the discussion and evaluate the quality of the above-mentioned measures from the point of view of the research community and via the HRS4R Coordinator.

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



**Detailed description and duly justification (max. 500 words)**

Comenius University Bratislava has an HRS4R Steering Committee (SC) made up of relevant employees of the Rectorate and representatives of researchers, more specifically the Rector of the university (as the Chairman of the committee), the Vice-rector for Science and Doctoral Studies (as the Deputy), the HRS4R Coordinator, the Chairman of the CU Ethics Council, the Directorate of the CU Science Park, and Vice Deans for Science and Research of individual faculties. The SC is in close contact in relation to the implementation of the Action Plan, and we regularly inform them with respect to the procedure. The Steering Committee's meetings are held according to the pre-approved timetable for the calendar half-year, with which all members have been acquainted. A meeting can be called, when necessary, also ad hoc, beyond the scope of the timetable. In particular, emphasis is put on a deeper understanding of the entire plan and also the place of HRS4R in the strategies of the whole institution, as well as the link to other strategic documents and projects of Comenius University. The SC is authorized to adopt strategic decisions that are in accordance with the practical implementation of the Action Plan.

The tasks of the SC, in particular:

- Coordination of the process of implementation at Comenius University;
- Analysis of potential risks and obstacles;
- Preparation of any changes to the Action Plan;
- Communication with university management, bodies, faculties, the Working Group, and individual workplaces committed to Action Plan implementation;
- Ensuring harmonization of the procedure as a part of HRS4R with the other strategic documents and projects at Comenius University.

The Working Group (WG), comprising representatives from each faculty, is another crucial entity for implementation. This group comprises academics at various stages of career progression (R1 to R4), frequently including faculty management members or administrative personnel from pertinent faculty departments (HR, research, international relations, doctorate studies, project assistance). This diversified group facilitates regular feedback from all faculties and addresses particular inquiries from various perspectives. The WG offers insightful comments on overlooked areas or topics from the faculties' perspective that warrant our

attention.

The HRS4R Coordinator maintains continuous communication with the Responsible units of the Action plan.

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)**

Adoption of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers into the processes of the CU **is an integral part of the Internal regulation of Comenius University Bratislava, or the Directive of the Rector of Comenius University Bratislava on the adoption of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers by Comenius University Bratislava.** According to this directive, CU will take the long-term steps needed as an employer of researchers and other staff to keep a good research environment and working culture where everyone is valued, supported, encouraged, and given the right material and non-material help to reach their goals and complete their tasks. Comenius University Bratislava, at the same time, commits to perfecting the recruitment method and an evaluation and appraisal system with the aim of creating a more transparent, just, and internationally recognized system of researcher recruitment and career development, which is a necessary precondition of a real European labor market for researchers. **HRS4R is a part of a Long-Term Plan of Comenius University Bratislava (Long-term Intention)** that is valid until 2029 which is also one of the tools of implementation of strategic goals of the university. The implementation of the HRS4R Action Plan of the CU is going to be continuously updated, and findings will be reflected in the Long-Term Plan of Comenius University Bratislava.

One of the achieved tasks of the SC was to ensure that the newly adopted Long-term Intention of the CU that is valid until 2029 includes as one of the goals the maintenance of the HR Excellence in Research Award. This is one of the most important strategic documents at the university level, so incorporating HRS4R was crucial. In addition, a separate **HRS4R Office was established within the Rectorate**—the Vice-Rector's Department for Science and Doctoral Studies. This department enables coordination and cooperation with other departments necessary for the implementation of individual activities from the Action Plan and oversees proper implementation. Thus, the HRS4R agenda secures personnel and forms an integral part of CU's management system.

Both Slovak and English versions of the CU's HRS4R webpage are available.

Among the SC members is, besides a member of the university's top management, also the **Rector**, the **Vice-rector for Science and Doctoral Studies**, and the **head of the Office of Science, Research and Doctoral Studies** of the Rectorate. This ensures that HRS4R is in line with the university's research strategies and HR policy.



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



**Detailed description and duly justification (max. 500 words)**

Proposed measures were carried out in individual faculties and other parts of the CU conducting scientific research by the Responsible units of the Action Plan. The HRS4R Coordinator monitors the process and passes the information to the Vice-Rector for Science and Doctoral Studies. In addition, the implementation on the university level is secured by the Working Group and the Steering Committee as implementation bodies supported by the university management. This ensures communication between the university's management, the SC, the relevant workplaces, and other interest groups. Discussing delays or implementation issues as soon as possible helps find the best solution. As the Chairman of the Steering Committee, the Rector ensures the effective implementation of all measures, with the HRS4R Coordinator providing all necessary assistance. The implementation of the HRS4R Action Plan is a part of the Long-Term Plan of Comenius University Bratislava (Long-term intention of the CU), therefore integrated into one of the most important strategic documents of the university. In drawing up the tasks in the Long-term CU intention, the tasks formulated in the Action Plan are reflected in the duties and responsibilities of the executive and managerial units of Comenius University Bratislava.

How are you monitoring progress (timeline)?\*



**Detailed description and duly justification (max. 500 words)**

The timing is being monitored by a respective Responsible unit(s) from the Action Plan as well as by the HRS4R Coordinator, who is collecting feedback and evaluation of satisfaction from the research community, our main stakeholder, to ensure the greatest possible level of ownership of these actions. Every action from the Action Plan has a specified timeframe. The HRS4R Coordinator is monitoring the process (timeline) and relaying information to the Working Group, Vice-Rector for Science and Doctoral Studies, and Rector, who are responsible for final corrective measures and enforcement. On top of that, monitoring is also the responsibility of the Steering Committee. The Steering Committee holds all of the important individuals, who must monitor the progress. Progress is being discussed in the regular meetings of the university management and the Steering Committee of the HRS4R, which are held at least twice a year (one each semester). All measures, taking into account the aforementioned milestones, require prior approval, followed by an evaluation and presentation of their implementation.

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



**Detailed description and duly justification (max. 500 words)**

Each action in the Action Plan outlines the indicators. Their fulfilment will be checked by the Responsible units, the HRS4R Coordinator, and the members of the Working Group, who are responsible for their fulfillment. As well as by the Steering Committee, to which the progress (indicators) will be regularly reported. However, our monitoring will extend beyond individual indicators. We will also be monitoring the institution's overall progress, changes in its internal culture, and processes related to HRS4R as a whole.

All relevant stakeholders, supported by the Action Plan Responsible Units members, the WG and the SC, will be involved in the process of progress measuring and preparation of evaluation. The Rector of the university, the Vice-rector for Science and Doctoral Studies and the HRS4R Coordinator will be responsible for the preparation of the final version of the internal and external evaluation. We will conduct a qualitative and quantitative evaluation of researchers' satisfaction with the implementation of individual steps of the HRS4R. They will also be able to suggest possible solutions and communicate continuously with the HRS4R Coordinator. In terms of specific measures, Comenius University Bratislava, along with its international partners, will organize several seminars/webinars, including a series of lectures by top internal and external experts. The HRS4R progress (indicators) will be measured regularly.

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



**Detailed description and duly justification (max. 500 words)**

We will regularly monitor the implementation of the Action Plan as well as further developments within the European Research Area, including, for example, the conditions for obtaining funding in European grant schemes (similarly to obtaining national funding for the implementation of HRS4R, more specifically, the Comenius University Doctoral school). Over the next three years, we want to continue the practice that has worked for us, that is, to meet with representatives of other Slovak and Czech research organizations and universities on the topic of HRS4R and HR in general. We will also travel abroad to universities in Europe to share our experiences across borders. Our strategic partners will be a priority for us, especially the European University alliance ENLIGHT.

To raise awareness of our steps and increase participation in implementation, we prioritize better communication of measures to academics and researchers. To assess progress and gather feedback from the academic community, we will prepare multiple surveys that will also evaluate staff satisfaction about working conditions and Comenius University as an employer.

We will engage in a thorough, analytical, and transparent self-assessment based on the study of existing materials and a discussion in which all of the HRS4R bodies and stakeholders will be involved. During the implementation, we will also ask the Responsible units and representatives of the faculties what they did best in fulfilling the HRS4R policy associated with the HR Award, what did not go well, and what should be improved.

We also want to continue to link activities within HRS4R with other activities at the university as a part of fulfilling The Long-Term Plan of Comenius University Bratislava and ad hoc activities.

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

The entire process of the human resources strategy towards being awarded the HR Excellence Award for the Comenius University Bratislava has been as participatory as possible. Researchers have been involved through the questionnaires, meetings, or webinars aimed at HRS4R and gender equality, e.g., "Human resources and gender equality in CU: current situation and future strategies"; "Sharing experiences with the institutional context of gender equality at Comenius University Bratislava"; "Human resources and gender equality at CU: what was achieved in the first year of strategy implementation"; How to continue supporting gender equality (and not only) at CU; or "HRS4R webinar: Recommendation for the new Charter for Researchers and practical implications". In the implementation process of HRS4R, we are planning to increase engagement; trainings are going to be used for further contact with participants from different target groups, as well as feedback

collection. We will also extend invitations to other stakeholders. We are planning to make extra effort to engage people so that the participation element could help the implementation of HRS4R as much as possible. The proposed revised Action Plan for Comenius University Bratislava will be put into practice over the next three years, after which it will be revised to get rid of all potential inconsistencies or shortcomings and to add prospective improvements.