

## Action Plan

**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**

19/11/2022

### 1. Organisational Information

*Please provide a limited number of 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 *	5818
Of whom are international (i.e. foreign nationality) *	386
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	215
Of whom are women *	2347
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	1303
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	1578

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Of whom are stage R1 = in most organisations corresponding with doctoral level *	2 937
Total number of students (if relevant) *	22 890
Total number of staff (including management, administrative, teaching and research staff) *	4 848
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	196321307
Annual organisational direct government funding (designated for research)	41082042
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	21570430,63
Annual funding from private, non-government sources, designated for research	268347,11

**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 provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

**Note:** Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

Ethical and professional aspects\*



**Strengths and Weaknesses (max. 800 words)**

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.

Recruitment and selection\*



**Strengths and Weaknesses (max. 800 words)**

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 (max. 800 words)**

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.

Training and development\*



**Strengths and Weaknesses (max. 800 words)**

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.

### 3. Actions

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

**Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s):**

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

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

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

**Proposed ACTIONS**

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**Action 1**

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

**GAP Principle(s)**

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(-/+ ) 2. Ethical principles

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

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First half of 2023

**Responsible**

**Unit**

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

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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.

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**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)**

- (+/-) 3. Professional responsibility
- (+/-) 8. Dissemination, exploitation of results
- (+/-) 31. Intellectual Property Rights
- (+/-) 32. Co-authorship

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

Latter half of 2022, first half of 2023

**Responsible**

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

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

Action 3	GAP Principle(s)	Timing (at least by year's quarter/semester)
Preparation of an info package for new employees and its translation into English.	( +/- ) 3. Professional responsibility	Latter half of 2023
	( +/- ) 12. Recruitment	
	( +/- ) 13. Recruitment (Code)	
	( +/- ) 21. Postdoctoral appointments (Code)	
<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>	
Vice-rector for Science, Doctoral Studies and Projects; HRS4R Coordinator	Uploaded onto the HR platform (part of www.uniba.sk website)	
Action 4	GAP Principle(s)	Timing (at least by year's quarter/semester)
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.	( +/- ) 4. Professional attitude	First and latter half of 2023
	( +/- ) 5. Contractual and legal obligations	
<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>	
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.	



**Proposed ACTIONS**

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**Action 5**

Translation of internal regulations of CU/faculties into English.

**GAP Principle(s)**

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(+/-) 4. Professional attitude

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

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Latter half of 2023, first half of 2024

**Responsible**

**Unit**

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

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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.

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**Proposed ACTIONS**

**Action 6**

Trainings/seminars/webinars.

**GAP Principle(s)**

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

- (+/-) 4. Professional attitude
- (+/-) 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

Latter half of 2022 and further

**Responsible Unit**

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

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 researchers and for starting teachers.

## Proposed ACTIONS

Action 7	GAP Principle(s)	Timing (at least by year's quarter/semester)
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.	( +/-) 6. Accountability	Latter half of 2023
	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
	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	a) Number of guidelines in Slovak and English; b) Internal regulation; Number of trainings.
Action 8	GAP Principle(s)	Timing (at least by year's quarter/semester)
Digitisation of processes.	( +/-) 7. Good practice in research	First and latter half of 2023
	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
	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**

Action 9	GAP Principle(s)	Timing (at least by year's quarter/semester)
Operationalisation of the CU Science Park incubator.	( +/- ) 8. Dissemination, exploitation of results	Latter half of 2023, first half of 2024
<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>	
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.	

  

Action 10	GAP Principle(s)	Timing (at least by year's quarter/semester)
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.	( +/- ) 8. Dissemination, exploitation of results	First half of 2023 and further
<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>	
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.	

**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)**

- (+/-) 8. Dissemination, exploitation of results
- (+/-) 9. Public engagement

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

First half of 2023

**Responsible Unit**

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

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.

**Action 12**

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

**GAP Principle(s)**

- (+/-) 11. Evaluation/ appraisal systems

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

Latter half of 2023, first half of 2024

**Responsible Unit**

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

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.

**Proposed ACTIONS**

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**Action 13**

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

**GAP Principle(s)**

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(+/-) 12. Recruitment

(+/-) 13. Recruitment (Code)

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

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First half of 2023 and further

**Responsible**

**Unit**

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

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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.

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**Proposed ACTIONS**

**Action 14**

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.

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>
(+/-) 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)	First half of 2023 and further
(+/-) 28. Career development	
(-/+ ) 29. Value of mobility	
(--) 30. Access to career advice	
(-/+ ) 38. Continuing Professional Development	
(-/+ ) 39. Access to research training and continuous development	

<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
The Rector of CU and Deans of individual faculties; HRS4R Coordinator	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.

**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.

**GAP Principle(s)**

- (+/-) 12. Recruitment
- (+/-) 13. Recruitment (Code)
- (+/-) 14. Selection (Code)
- (+/-) 15. Transparency (Code)
- (+/-) 16. Judging merit (Code)
- (+/-) 21. Postdoctoral appointments (Code)

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

First half of 2023 and further

**Responsible Unit**

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

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.

**Action 16**

Doctoral school.

**GAP Principle(s)**

- (+/-) 22. Recognition of the profession
- (+/-) 28. Career development

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

First half of 2024

**Responsible Unit**

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

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.



**Proposed ACTIONS**

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**Action 17**

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Catalogue of research infrastructures (online).

**GAP Principle(s)**

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(-/+ ) 23. Research environment

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

Latter half of 2023

**Responsible**

**Unit**

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

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ACCORD

Project team;

Department

of projects of

RCU

Online catalogue / visit rate, number of users.

**Action 18**

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Strategy for investment and equipment for research.

**GAP Principle(s)**

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(-/+ ) 23. Research environment

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

Latter half of 2023

**Responsible**

**Unit**

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

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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.

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

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

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

### Action 20

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

#### GAP Principle(s)

(-/+ ) 24. Working conditions

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

First and latter half of 2023

#### Responsible

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

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.

**Proposed ACTIONS**

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**Action 21**

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

**GAP Principle(s)**

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(-/+ ) 24. Working conditions

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

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Latter half of 2022 and further

**Responsible**

**Unit**

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

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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.

**Action 22**

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Preparing an analysis of accessibility of buildings.

**GAP Principle(s)**

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(-/+ ) 24. Working conditions

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

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Latter half of 2023, first half of 2024

**Responsible**

**Unit**

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

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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.

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**Proposed ACTIONS**

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**Action 23**

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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).

**GAP Principle(s)**

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(+/-) 27. Gender balance

(++) 35. Participation in decision-making bodies

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

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First half of 2021 and further

**Responsible**

**Unit**

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

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Parties

involved in

the Gender

Equality Plan

Regular evaluation of implementation of the plan - publishing the count-down of finished tasks.

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**Proposed ACTIONS**

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**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)**

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(+/-) 36. Relation with supervisors

(+/-) 37. Supervision and managerial duties

(+/-) 40. Supervision

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

Latter half of 2023

**Responsible**

**Unit**

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

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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.

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**Proposed ACTIONS**

**Action 25**

Strategy and system for career planning and support.

**GAP Principle(s)**

(-/+ ) 38. Continuing Professional Development

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

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

First half of 2023

**Responsible Unit**

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

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.

**Unselected principles:**

(++) 1. Research freedom    (++) 10. Non discrimination    (++) 20. Seniority (Code)    (-/+ ) 26. Funding and salaries

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) \*

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.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

**URL:**

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

#### 4. Implementation

**General overview of the expected overall implementation process of the action plan: (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 Charter and the Code of Conduct, the implementation will be carried out by the use of the above-mentioned measures. A great emphasis is going to be put on sharing of proven procedures among individual faculties. Most of the measures implemented centrally will have a framework character and a necessary assistance and methodological support and guidance will be given to all CU faculties from the central level. The Project Team will organise a series of meetings, set the workflow, and will monitor the timetable of outputs. The timing of the implementation will be set according to the Action Plan but the overview of the implementation will be 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. Any questions regarding the implementation of the HRS4R will be discussed at least every quarter, or if need be, even more often (since these committees meet more often, their reactions to any problems with the implementation can be more agile). We plan to achieve the goals by realisation of the following steps:

- Unification the recruitment procedures of faculties and other parts of the university according to OTM-R and creation of platform for sharing of 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 preparation and implementation of the complex and unified 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 a 'welcome package' for all new employees; improving the English language communication skills of administrative staff; training of researchers in the field of ethics and intellectual property rights; by creating a platform for sharing of information, procedures, and best practices in the field of research ethics).

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

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

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



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

The Steering Committee – composed of the members of the University management – is in charge of overseeing the implementation of HRS4R by regular meetings. A shared storage will be set-up, where the entire plan will be divided into smaller sections, thanks to which all Committee members will find it easier to follow. They will also receive reports that will be presented at annual meetings by individual parties involved. Currently there will be a mix of particular tools, from tables to discussions and following feedback, that will ensure a continuous support and oversight. The Steering Committee's meetings will be 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. The preparation for the meetings is led by the Chairman in cooperation with the HRS4R Coordinator and the Secretary of the Committee. Minutes will be taken at every meeting. The Secretary of the Steering Committee is responsible for taking minutes. The Steering Committee (or the university management) is authorised to adopt strategic decisions that are in accordance with the practical implementation of the Action plan. The Steering Committee is composed of the Rector of the university (as the Chairman of the committee), the Vice-rector for Science, Doctoral Studies and Projects (as the Deputy), HRS4R Coordinator, the Chairman of the CU Ethics Council, the Directorate of the CU Science Park, and other members (Vice Deans for Science and Research of individual faculties). Its goal is to supervise the activity of the Working Group and its methodological guidance in executing the activities following from the Action plan on the level of the university.

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



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

Researchers are the main stakeholders in the implementation process. They are going to be motivated throughout the whole process and feedback is going to be gathered from them. Researchers will also be participating through the Working Group, to which they will be submitting their feedback, as was the case with the preparation of the GAP analysis. The Working Group was put together by representatives of individual parts of the CU, that carry out research or development activities. The composition of the Working Group has balanced representation of researchers on all levels of their career, in accordance with the European framework for research careers and gender equality. Researchers will also be represented by the working groups for gender equality of individual faculties. Moreover, they will participate in the central working group for the Gender Equality Plan of CU. Besides this, all decisions will be discussed on all levels - in the Project Team, the Working Group and the Steering Committee. Suggested measures will be published on a CU website, where researchers and other employees can contact a corresponding working group, 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. Every researcher will have 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.



How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy. \*

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

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 the Comenius University Bratislava, or the Directive of the Rector of Comenius University Bratislava on 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 commits, in the long-term, to adopting necessary measures as an employer of researchers and other employees to maintain favourable research environment and working culture in which individuals will be valued, encouraged, supported, will be given the appropriate material and non-material aid in order for them to reach their goals and fulfil their tasks. Comenius University Bratislava, at the same time, commits to perfect the method of recruitment and an evaluation and appraisal system with the aim to create a more transparent, just, internationally recognised system of recruitment of researchers and career development, which is a necessary precondition of a real European labour market for researchers. HRS4R is a part of a valid long-term intention, that is valid until 2027 and the development of CU and also one of the tools of implementation of strategic goals of the university. The Long-term intention of the CU is going to be continuously updated and findings will be reflected in the updated Long-term intention.

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

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

Proposed measures will be carried out in individual faculties and other parts of the CU conducting scientific research by the responsible units. HRS4R Coordinator will be monitoring the process above them. Besides other tools he will perform quarterly monitoring as well as continuous reporting and will have the shared data storage available for monitoring of the progress. HRS4R Coordinator will supervise everybody and will pass on the information to the Vice-rector for Science, Doctoral Studies and Projects. They will ensure implementation of the corrective measures and enforcement. In addition, the implementation on the university level is secured by the Project Team, the Working Group and the Steering Committee as implementation bodies supported by the university management. The Rector guarantees effective realisation of all measures as the Chairman of the Steering Committee and will be given all required assistance by the HRS4R Coordinator. The implementation of the HRS4R Action plan is a part of the Long-term intention of the CU. In drawing-up of the tasks in the Long-term CU intention the tasks formulated in the Action plan will be reflected in the duties and responsibilities of the executive and managerial unit of Comenius University Bratislava.

How will you monitor progress (timeline)?\*



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

Every action from the Action plan has a specified timeframe. This timing will be monitored by a responsible unit. HRS4R Coordinator will be monitoring the process above them. Besides other tools he will perform quarterly monitoring in which he will report the completion of the indicators and objectives. He will collect feedback and evaluation of satisfaction from the research community, our main stakeholder, and subsequently repeat the completion of the questionnaire by all CU researchers to ensure the greatest possible level of ownership of these actions. HRS4R Coordinator will be monitoring the process (timeline) and will pass on all of the information to the Vice-rector for Science, Doctoral Studies and Projects and the Rector, who are in charge of the 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, including: the Rector (the Chairman), the Vice-rector for Science, Doctoral Studies and Projects (the Deputy), HRS4R Coordinator as well as Vice Deans for Science and Research from all faculties of the university, the Chairman of the CU Ethics Council and the management Directorate of the Science Park. Progress will be discussed in the regular meetings on the university management and the Steering Committee of the HRS4R. Considering the abovementioned milestones, all measures must be approved beforehand and after the implementation evaluated and presented.

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



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

All relevant committees supported by the members of the Working Group and the Project Team will be involved in the process of progress measuring and preparation of evaluation. The Rector of the university, the Vice-rector for Science, Doctoral Studies and Projects of CU and the HRS4R Coordinator will be responsible for preparation of the final version of the internal and external evaluation. Qualitative evaluation of satisfaction of researchers with the implementation of individual steps of the HRS4R will be conducted annually using an online questionnaire in which researchers will have the possibility to express if, and to what degree did the measures bring any improvement. They will also be able to suggest possible solutions and communicate with the HRS4R Coordinator continuously. The main indicator if desired will be the annual increase in researcher satisfaction with the implementation of the principles of the Charter and the Code. In terms of specific measures, Comenius University Bratislava, along with its international partners, will organise and intensive several-days/weeks-long course, including a series of lectures of top experts, etc. Besides using strategic partnerships, the HRS4R implementation plan will be evaluated annually.

**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 CU has been as participatory as possible. Researchers have been involved through the questionnaire, meetings, or webinars aimed at HRS4R and gender equality – “Human resources and gender equality in CU: current situation and future strategies”. Considering the ongoing global Covid-19 pandemic we were forced to take many of the actions only online. After the situation improves we are planning to extend our activities by some on-site attendance activities, such as HRS4R day on individual faculties and other parts of the university, that conduct research, awareness raising, looking for people to attend other events connected to the HRS4R and a partial collection of feedback. In the process of HRS4R we are planning to increase the engagement, trainings are going to be used for further contact with the participants from different target groups, as well as feedback collection. Other stakeholders will also be invited and a faculty tour for HRS4R will be held. We are planning to make extra effort to engage people (as we could not do that to full extent because of

the pandemic situation), so that the participation element could help the implementation of HRS4R as much as possible. The proposed Action plan for the Comenius University Bratislava will be put into practice over the next two years, after which it will be revised to get rid of all potential inconsistencies or shortcomings and to add prospective improvements.