Pavol Jozef Šafárik University in Košice

HRS4R

Revised action plan

September 2023

Case number: 2020SK487161

Name Organisation under review: Pavol Jozef Šafárik University in Košice

Organisation's contact details: Šrobárova 2, 041 80 Košice

1. ORGANISATIONAL INFORMATION

*Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	1390
Of whom are international (i.e. foreign nationality)	44
Of whom are externally funded (i.e. for whom the organisation is host organisation)	29
Of whom are women	436
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	352
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	412
Of whom are stage R1 = in most organisations corresponding with doctoral level	719
Total number of students (if relevant)	7490
Total number of staff (including management, administrative, teaching and research staff)	1591
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	7 925 005.50
Annual organisational direct government funding (designated for research)	18 686 523.00
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	442 569.61
Annual funding from private, non-government sources, designated for research	1 469 982.19
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
The university is one of the significant and recognized educational and scientific institutions in Slovakia. It is a research university at which internationally recognized scientific research is carried out, which is competitive in the domestic and also in a foreign research environment. The university is part of the European Research Area, it implements international scientific projects, and participates in European research consortia. At present, it has 5 faculties: medicine, science, law, public administration, and arts, which prepare doctors, experts in science, mathematics and computer science, teachers, lawyers, experts in public administration, languages, history, mass media, philosophy, psychology, or social work.	

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.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	**Initial Phase:** **Strengths:** Freedom of research is very well established and adhered to at UPJŠ, employees have the freedom to come up with their own research topics and methodologies. The research topics reflect the specialization of the individual research teams and are in accordance with the principles and goals of the organization. The researchers feel that they are sufficiently familiar with the university's strategic objectives, and they adhere to the ethical principles in their research and publishing activities. They also claim that the ethical principles are adapted to a satisfactory level at the university. The researchers are involved in popularizing and disseminating their scientific results. The employees are interested in IT security. The Technology and Innovation Park (TIP) UPJŠ has been established at the university, which includes the Center for Technology Transfer. **Weaknesses**: Insufficient level of knowledge regarding the ethics of research and publication of results, lower awareness of employees in the field of intellectual property rights, copyright, possibilities of support and cooperation in the field of intellectual property protection, as well as possibilities/support in commercialization of parts of academic research, technology transfer. Insufficient level of knowledge regarding the existing regulations in the field of personal data protection. Missing rules for the application of state support. Insufficient promotion of research infrastructure and possibilities of using Open Access. Low level of bilingualism and bilingual environment at UPJŠ. The evaluation of professional performance is transparent and objective at the university, but in the given area there are no uniform criteria for the evaluation of performance and remuneration of employees.
	Interim Assessment: UPJŠ reacted to the events within the EUA, the EC, to strategies at the national level and especially to the recommendations summarized in the

letter from the EC to obtain our award, and based on these influences, it eliminated several weaknesses from two years ago and turned them into its strengths. The following actions were implemented:

• Significant progress has been made in the field of ethics in publishing research results, also spurred by a national initiative.
• The overall ethical environment at UPJŠ has been strengthened – ethics committee, anti-plagiarism system, workshops, revised and updated university documents, instructions, procedures, new procedure for submitting complaints and petitions, starting to institutionalise the position of the ombudsman.
• The improvement of the bilingual environment at UPJŠ.
• Translation of relevant internal regulations into English.
• Prepared welcome package of information for new researchers from abroad in English.
• The creation of the new One.Point portal and the growth of internationalization.
• Developed institutional policy for open science at UPJŠ.
• Publication of the technology transfer information package.
• Approved standards for the evaluation of creative activity.
• Regular workshops in the field of information security.
• Methodological instructions issuing management methodology for projects of the HORIZON EUROPE programme.
The strengths from the Initial report continue to persist, there has been no negative shift or weakening.

It still applies that at UPJŠ freedom of research is very well set up and respected, the employees have freedom in creating research topics and methodology.

Despite the efforts of the university management and several initiatives for improvement, the following remain among the university's weaknesses:
• There is still a lack of a more sophisticated regulation with modified rules for the application of state aid.
• Insufficient promotion of the research infrastructure on international level and the possibilities of using Open Access.
• Low financial support for the promotion of research results and work with the public.
• There is still a lower awareness among employees in the field of intellectual property rights, copyright and the possibilities of support and cooperation in the field of IP protection, as well as the possibilities/support of the commercialization of part of their academic research, technology transfer.
• It is necessary to develop rules for the Data Management Policy.
• It is necessary to establish an Euraxess Point at UPJŠ for the support of researchers.

Recruitment and selection	**Initial Phase:** **Strengths:** In order to fill the positions of researcher at UPJŠ, the commissions apply in the process of their decision making the criteria that are given by the

internal regulations. The course and evaluation of the selection procedure is clear and predictable thanks to the internal regulations. In the long-term strategy of UPJŠ staff mobility is one of the objectives in the field of development of employees and the international orientation of education, research, and university. There is no discrimination on the basis of seniority, the institute of the emeritus professor has been established for researchers, who have achieved top results in science, and are currently in retirement, and this institute has been actively applied. The university supports the opening of postdoctoral positions, and annually fills several positions from the university's own resources. This support is also part of the strategic goals of development and the long-term strategy of UPJŠ.

Weaknesses:

Incompletely implemented standards in the field of recruitment. The procedures for the recruitment and selection of candidates are not formalized according to the principles of the OTM-R. The rules for admission and career development are not completely comparable with international practices. Lack of training of members of selection committees. There is no feedback about the strengths and weaknesses of the candidate after the selection procedure. The recognition of mobility experience is not formalized, and its assessment is up to the specific selection committee. The promotion of vacancies on foreign portals or by EURAXESS is not used. The university does not have the possibility of systemic financing of postdoctoral students. Missing specification of the criteria for recruitment and selection of postdoctoral applicants.

Interim Assessment:

Strengths:
All the strengths of 2021 in this area continue to apply.
• The university continuously supports the creation of postdoctoral positions financed from its own resources. The entire process of preparation of conditions, list of topics, recruitment, selection of postdocs is transparent and systematized and appropriately presented on the web, including the use of the Euraxess portal. Feedback on the applicant's strengths and weaknesses after the end of the selection process became part of the communication with the applicants. The systematization of the selection and recruitment of postdocs became a model and guide for other processes at the university.
• Principles for recruitment and selection of employees were developed and OTM-R policy principles were adopted. The principles also include a proposal to recognize mobility experience and gaps in the applicants' resumes.
• Human resources trainings are regularly held at the university units.
• The Euraxess portal was started to be used for the promotion of R2, R3, R4 positions.
• The transparent and open recruitment and selection of R1 doctoral students continues.

	• The OTM-R policy is published on the website as a separate section, at the same time several sections on the website were linked by clicking on the personnel policy, principles and principles of the OTM-R policy **Weaknesses:** • Although the web presentation of the OTM-R policy is available and easy to find, there is still a gap in the systematic unification of information for employees in the form of a single point of contact on the web. • There is a lack of a single regulation valid for all faculties and university workplaces, which would include sub-regulations regarding the HR agenda, OTM-R policy, principles and rules. • There is still insufficient financial support for postdocs from the university funds. The number of people interested in stays is many times greater than the financial possibilities of UPJŠ. • There is no procedure/process manual for the selection procedures (a set of questions, sentences and actions in the individual phases of the SP). • The 553/2003 Act on remuneration of certain employees in the performance of work in the public interest, i.e. national legislation does not allow the university to recognise mobilities or variations in the chronological order of the CVs when determining, for example, the salary class of the staff members. The university management recommends to take these principles into consideration whenever it is possible, when the HR departments evaluate the employees.
Working conditions	**Initial Phase:** **Strengths:** The working conditions meet the expectations of employees regarding flexible working hours, part-time work, parental leave for both women and men, remote work, home-office, and sabbatical. They are ensured by national as well as by internal legislation. Several workplaces at UPJŠ are equipped with state-of-the-art infrastructure, science parks have been built, especially from EU structural funds. A Center for Technology Transfer has been established at the university, which oversees the protection of industrial property. At UPJŠ, the possibilities of stabilizing the job positions of employees are fully utilized. The principles of gender equality are formalized and adhered to at UPJŠ. The employees are motivated and supported in implementing mobilities and internships abroad at top foreign universities and research institutes, so that upon their return they pass on their experience and increase the level of research. These objectives are also part of the university's long-term strategy. UPJŠ employees are encouraged to act as representatives in its decision-making bodies. The representatives of all scientific categories (R1-R4) can participate in the decision-making processes at the university. **Weaknesses**: The university workplaces are not evenly equipped with research infrastructure, which is influenced by the quality of research and the

financial support of research at the individual workplaces of the university, by the insufficient success in obtaining grants, and partially by the insufficient knowledge of employees about research equipment. The field of authorship, co-authorship and ethics of scientific publishing is not sufficiently outlined. Career development strategy is not adopted at UPJŠ and at its workplaces. Career guidance is informal and insufficient in all workplaces. When comparing the university workplaces, there is an uneven burden on employees in the field of teaching. There are no rules and regulations for managing complaints, appeals and conflicts. The position of a mediator or ombudsman is missing.

Interim Assessment:

Strengths:

• A new sabbatical regulation was issued, which allows researchers to interrupt their work at the university and to travel to carry out research for a sufficiently long and effective time without jeopardizing their position.
• A new regulation concerning criteria and procedure for filling the position of a visiting researcher was issued.
• The institutionalization of ombudsman was ensured.
• The recommended amount of teaching load was approved.
• Information campaigns on mobility possibilities and stays were ensured in an easily accessible way.
• The change in the Law on Higher Education continued to support the participation of students in decision-making processes, which also concerns R1 students who are represented in the Academic Senate of UPJŠ.
• There was intensive work on ethical integrity, a regulation on the principles of good research practice was adopted, and the university focused intensively on young researchers.
• The projects submitted within the Internal Scientific Grant System of UPJŠ for young teachers and researchers and doctoral students have traditionally continuously contributed to the improvement of human resources in research.
• Mainly thanks to HRS4R and the recommendations of the EC, gender has become an important topic, several activities have been implemented within this field, commissions have been established that reflect on this topic and help to improve university policies, e.g.:
• The construction of a kindergarten has begun,
• A grant scheme supports employees returning after maternity/parental leave.
• In connection with the events in Ukraine, we have taken systemic measures to help researchers from Ukraine:
• As a reaction to the war the mobility program "UPJŠ4UA" was offered and financed by UPJŠ for university students living in Ukraine from all study programs of all degrees with the aim of integrating them into studies at UPJŠ, including doctoral students (R1),

	• As a reaction to the war the mobility program UPJŠ4ResUA" was offered and financed by UPJŠ for creative employees working at universities in Ukraine. • The students and employees of UPJŠ were actively volunteering and helping during the first months of the war. • A social assistance package in the form of direct financial support was ensured to students, employees and their family members affected by the conflict in Ukraine in the form of more than 100 grants. The support exceeded EUR 50,000 and was in the form of indirect social help, e.g. remission or reduction of tuition fees, fees associated with studies, fees for accommodation or meals in Student Dormitories and canteens. • In connection with the measures against Covid, several tools were introduced for home office, digitalization of work, which continue to be used even after the pandemic. **Weaknesses:** • The uneven provision of university workplaces with personnel, financial and infrastructural resources continues to be a weakness. • There is no career development strategy adopted. • Insufficient support for linking research activity and teaching. • Stronger opening towards the research infrastructure of other workplaces and international environment is missing. • The institutionalization of mentoring is not finished.
Training and development	**Initial Phase:** **Strengths:** The issue of relations with supervisors is formalized by internal regulations. For doctoral students (R1) an intensive workshop is held by the university at the beginning of their employment as researchers, and a Spring School of Doctoral Students in the form of a multi-day workshop is also organised annually by the university. The employees have many opportunities for further education. The university has established the Lifelong Learning Centre and Projects Support office, which focuses on the further education of R1-R4 employees. The employees are supported in their further education. **Weaknesses**: The area of supervision and managerial skills is not formalized at UPJŠ. There is a lack of mentoring schemes, and the institutionalization of mentoring is also absent.
	Interim Assessment: **Strengths:** All the strengths of 2021 in this area apply continuously and permanently. • The university continues to implement the Spring School of PhD students event in the form of multi-day workshops, where all R1

	competencies are improved, the event is financed from the university's own resources and, in addition to the professional and personal growth of doctoral students, it also concentrates on the topic of internationalization and improvement of intercultural communication skills. • The intensive seminar for doctoral students (R1) in the first month of their admission to the university continues to be regularly implemented. • The university ensured a very intensive training in the field of mentoring and career development focused on R1-R4 and their various roles and tasks within mentoring. The result of the workshop was the analysis and identification of the possibility of introducing mentoring as a support system at UPJŠ. • For all R1-R4 categories there are courses for improving the competences of researchers. • The Race to Zero - Green University initiative introduced topics and activities that were not concerned before on the premises of the university and resulted in numerous activities and trainings that aimed to educate people in environmental issues: swap events for exchanging clothing, books, plants, joining the on bike to work initiative, planting flowers and plants around the university, collecting used kitchen oil, expired medications, toothbrushes, recycling and separating trash, forming the ecological thinking of the employees. The research results of our researchers were actively used in these activities in order to improve involvement and active participation. **Weaknesses**: • Despite the progress in this area over the last 3 years, the continuous education of researchers is not systematically linked to the strategy of the professional development of employees and their careers. • A systematic approach to the development of the researchers' competencies is missing. • There is a lack of preparation of researchers for the requirements of modern times: communication with the media, with stakeholders, presentation, and promotion of the achieved results to the public. • There is no English language course for the researchers. • There is no intercultural communication course for researchers who teach/supervise foreign students. • It is necessary to establish a comprehensive system of support for the introduction of microcredentials. • Lack of educational modules concentrating on the competences and skills of researchers in connection with ResearchComp.

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

UPJŠ is a research-oriented university, with an emphasis on the quality of education, supporting interdisciplinarity, strong in publications within the national comparison and ranking, an important player within the regional ecosystem and also largely internationalized. At the same time, the university understands all these characteristics as priorities that do not change either in the short-, or medium term.

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)

Like all universities, UPJŠ was also strongly affected by the pandemic, which contributed to the reorganization of processes in education and research, and also to the digitization of several activities and operations.

A fundamental event that influenced not only the character and content of the international orientation of the university, but also its internal processes, was and is the military invasion of Russia on the territory of Ukraine. Since the beginning of the emergency, UPJŠ has continuously worked to create a uniform and systematic support for its students from Ukraine and their family members, as well as for students and staff from partner Ukrainian universities. We strengthened our support of researchers from Ukraine and created 2 important mobility programs financed from university resources:
• "UPJŠ4UA" was offered for university students living in Ukraine from all study programs of all degrees with the aim of integrating them into studies at UPJŠ, including doctoral students (R1),
• "UPJŠ4ResUA" was offered for creative employees (R2-R4) working at universities in Ukraine.

Another important factor was the adoption of the internationalization strategy at the national level, which includes several modern steps of the Ministry of Education, and is not only an inspiration and navigation for the university, but the Ministry's priorities also positively influenced the implementation of some goals and activities of our action plan, e.g. strengthening the importance of hiring foreign experts, the need for activities oriented towards diversity, integration and interculturality, which have become part of several strategies at the university, including new activities in the action plan.

Additionally, the new accreditation procedures in the field of education began to be introduced at the national level, which for all universities in the Slovak Republic meant the adoption of not only new regulations, but also the need for a new perspective on quality assurance in education. At UPJŠ, this challenge was accepted more widely, since the university decided to apply the principles of quality assurance in all areas in the form of a new quality policy. The university management started to link the individual internal regulations and policies to the HRS4R as a horizontal strategy of the university.

The periodic evaluation of the creative activity was also introduced at the level of the ministry, which led to a broad discussion at the university about the quality of publishing. The discussion itself was a valuable output for the academic community, and it was confirmed that our bottom-up HR strategy approach and the involvement of a wide range of researchers from different disciplines and at different career stages in discussions, activities and processes is correct and desirable.

The last important circumstance is the involvement of the university in the Aurora European University Alliance, within which we noted the incentives for our HRS4R implementation, e.g., in the form of a workshop on mentoring, which became an important event in the HR management. Additionally, as a new activity, we proposed the mapping of the scientific infrastructure of the university, which arose from the initiative of the alliance.

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

In the middle of 2023, there was a change in the management of the university. The new rector was involved in the HRS4R processes from the time of his election, and therefore the continuous implementation of HRS4R is ensured. The new management also supports the initiative, it has approved the revised action plan and declares support for the further implementation of HRS4R at UPJŠ. Several principles of the Charter and the Code have become part of the internal regulations, values, and processes. For this reason, the strategic decisions and plans from within the university should not influence the implementation of the action plan. It cannot be ruled out that possible influences on its implementation will not appear from the external environment. During the last years we have experienced several situations in which we had to react, and which had a fundamental impact on the overall operation of the university, e.g., Covid, war in Ukraine. The possible external influences, that may change the strategic decision-making, include only the political, legislative, and financial factors.

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.

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)		Responsible Unit	Indicator(s) / Target(s)	Current status
workshop concentrating on research ethics and publishing results	2. Ethical principles	4Q	2021	Vice-Rector for Science, Research, and the PhD. Study	I: a conducted workshop T: raising awareness of the topic and providing information in the field of research ethics and publishing results	Completed
	Comment: The ethical principles and procedures in research and in the area of publication of results were systematized and intensively promoted by the university management, administratively revised and thoroughly updated on the university website. Thanks to these activities, the functioning of the UPJŠ Ethics Committee, the list of its members and the procedures for submitting proposals/complaints have become more transparent for researchers. Workshops were organized for PhD students in the first year of their studies as part of a seminar series for PhD students and for all PhD students at the Spring School of PhD Students, the outputs of these meetings are publicly available to the academic community. We have published guides on how to avoid/prevent plagiarism for students and for academics.						
elaboration of the internal regulation: "Principles of good practice in scientific publishing"	2. Ethical principles	4Q	2021	Vice-Rector for Science, Research, and the PhD. Study	I: an approved internal document at UPJŠ: "Principles of good practice in scientific publishing" T1: providing information in the field of research ethics and publishing results T2: unification of the procedure for publishing outputs	Completed
	Comment: The ethical principles have been strengthened and supported by several documents at the university over the last three years. In addition to the Principles of good practice in scientific publication, other documents such as e.g. Principles of good research practice, Rules for assessing plagiarism were prepared and published, and the university also became a signatory of the Declaration on strengthening the culture of scientific integrity in Slovakia. The propagation and distribution of information in the field of research ethics and publication of results were achieved by creating a page about the ethical environment at the university, which summarized all information regarding research ethics, ethical procedures and key documents. The unification of the procedure for publishing outputs was achieved by the rector's decisions and methodological manuals for students and academics, which have university-wide validity and serve as general guidelines for the entire academic community.						
presenting information in the field of Open Access	2. Ethical principles 8. Dissemination, exploitation of results	4Q	2022	Vice-Rector for Science, Research, and the PhD. Study, Vice-Rector for International Relations and Mobility Head of the University Library	I1: a detailed scheme of activities concentrating on providing information about Open Access I2: activities carried out based on the scheme of informing activities concentrating on	Completed

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)		Responsible Unit	Indicator(s) / Target(s)	Current status
					providing information about Open Access T1: providing information about research ethics and publishing results T2: unification of the procedure for publishing outputs	
Comment: Open Access and Open Science are intensively promoted by the University Library and supported by the university management. Promotion and information campaigns are provided by the University Library, while the principles and procedures are captured in the UPJŠ Institutional Policy for Open Science. Based on this policy, for the purposes of supporting Open Access, the university e.g. preserves and makes available the scientific content of all scientific results arising at UPJŠ through the ZENODO repository, cooperates with Slovak and foreign universities and other institutions in creating OA policy and strategy, participates in discussion groups, and supports the publishing of OA publications and magazines at the university within the ŠafárikPress publishing house of UPJŠ in Košice.						
anti-plagiarism system	3.Professional responsibility	2Q	2022	Vice-Rector for Science, Research, and the PhD. Study Vice-Rector for Informatisation and Quality Management	I: implemented anti-plagiarism system T1: to improve the quality of the researchers' publications T2: to guarantee the adherence to the ethical principles of research and publication of results	Completed
Comment: At Pavol Jozef Šafárik University in Košice a special Turnitin application is used to detect potential plagiarism. Turnitin is an anti-plagiarism system or a tool for verifying the originality of a text. Its main task is the prevention of plagiarism. Turnitin allows mutual comparison of documents that are part of its database, and in this way it is possible to find documents that are similar in content to the compared document, i.e. potential plagiarisms. This tool can be used by teachers, researchers, administrative staff, but also students at the university.						
workshop in the field of intellectual property protection	5. Contractual and legal obligations 31. Intellectual Property Rights	4Q	2022	Chairman of the UPJŠ Academic Senate	I: a conducted workshop in the field of intellectual property protection T: providing information about intellectual property protection	Completed
Comment: The Center for Technology Transfer of TIP UPJŠ in Košice, in cooperation with institutions such as the Industrial Property Office of the SR or the Slovak Centre of Scientific and Technical Information, regularly organizes workshops and meetings in the field of intellectual property protection. The workshop of CTT TIP UPJŠ and the Industrial Property Office of the SR that was organized on 7 November 2022 was aimed at training the scientists of UPJŠ in areas such as: - Creation and protection of employment solutions at UPJŠ - Patenting strategy - Databases and registers						
workshop in the field of technology transfer	5. Contractual and legal obligations	4Q	2022	Chairman of the UPJŠ Academic Senate	I: a conducted workshop in the field of technology transfer T: providing information about technology transfer	Completed

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)		Responsible Unit	Indicator(s) / Target(s)	Current status
	Comment: The Center for Technology Transfer of TIP UPJŠ in Košice, in cooperation with institutions such as the Industrial Property Office of the SR or the Slovak Centre of Scientific and Technical Information, regularly organizes workshops and meetings in the field of technology transfer. The CTT TIP UPJŠ and Technology Transfer Center at the Slovak Centre of Scientific and Technical Information workshop entitled TT Mentoring Day organized at UPJŠ in Košice on March 30, 2023 was aimed at training researchs and doctoral students in issues such as: - How to deal with the outputs of scientific research activity - When can we talk about intellectual property - What obligations apply to scientific research workers in the creation of intellectual property - How the university's internal processes for the protection of intellectual property and its commercialization are ensured - How to find a partner for commercial use.					
Elaboration of standards for the evaluation of a creative activity	5. Contractual and legal obligations 11. Evaluation/ appraisal systems	4Q	2022	Vice-Rector for Science, Research, and the PhD. Study	I: approved standards for the evaluation of a creative activity T1: raise awareness among researchers T2: improve the working conditions of researchers at UPJŠ T3: improve the quality of research and research environment at UPJŠ T4: improve transparency and openness	Completed
	Comment: The rules for evaluating the outputs of creative activity at Pavol Jozef Šafárik University in Košice for fields of study and fields of habilitation and inauguration procedures were approved by the university management in March 2022. These rules are publicly available to the academic community and were presented in detail to faculties and university workplaces. Thanks to the uniform and clearly defined rules, transparency and openness in the evaluation of creative activity has increased, and academics have clear information about how their work is evaluated.					
refining the rules on the protection of intellectual property and technology transfer	5. Contractual and legal obligations 31. Intellectual Property Rights	1Q	2023	Chairman of the UPJŠ Academic Senate Operations Director of Technology and Innovation Park UPJŠ	I: approved package of internal documents of UPJŠ regarding the protection of intellectual property and technology transfer T1: provide information from the field of knowledge transfer T2: clarification of the knowledge transfer process	Completed
	Comment: Directive no. 3 /2019 On the protection of intellectual property at the UPJŠ in Košice and its components was not modified to preserve legal certainty, as the university was in the process of transferring IP and did not want to change its documents during this process. However, the Center for Technology Transfer of TIP UPJŠ in Košice extended this directive with new supporting documents, e.g. on the methodology for managing IPR (transfer rules) and in 2023 Rector's Decision No. 13/2023, on the use of funds from the Technology Transfer Fund. All these documents ensure transparency of the procedure in the area of knowledge transfer and inform academic staff about the area of knowledge transfer.					
education in the field of technology transfer	5. Contractual and legal obligations 31. Intellectual Property Rights	1Q	2023	Chairman of the UPJŠ Academic Senate	I1: an educational module in the field of technology transfer	Completed

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)		Responsible Unit	Indicator(s) / Target(s)	Current status
				Managing Director of Technology and Innovation Park UPJŠ	I2: providing education in the field of technology transfer T: increase the researchers' awareness of technology transfer	
	Comment: The university has created a general educational module entitled: Civil law and intellectual property law. The module lasts 1 semester and a certificate can be obtained for completing the module. The Center for Technology Transfer of TIP UPJŠ also provides ad hoc workshops and trainings that are "tailor-made", based on the specific needs of scientific and research employees. CTT also ensures the education of researchers in the field of technology transfer with its continuous support and advice for those interested who approach the center's employees.						
elaboration of the internal regulation: "Methodology of financial management of projects"	6. Accountability	2Q	2022	Head of the Lifelong Learning Centre and Projects Support	I: an approved internal document of UPJŠ: "Methodology of financial management of projects" T: increase the researchers' knowledge	Completed
	Comment: Two methodologies in the field of financial project management were prepared at the university: · Methodological instructions on the financial management of European Commission framework program projects implemented at UPJŠ in Košice and its components dated 29.1.2021 (for H2020) · Methodological instructions on the management of the Horizon Europe projects, program period 2021 – 2027 implemented at UPJŠ in Košice and its components from 23.12.2022 (for HEU) The documents are freely available to the entire academic community.						
extending counselling in the field of IT security	7. Good practice in research	4Q	2021	Vice-Rector for Informatisation and Quality Management Head of the Centre of Information and Communication Technologies	I: providing counselling in the field of IT security T1: improve the availability of professional counselling/support in the field of IT security T2: improve the security and quality of protection of data and information produced in the framework of scientific research	Completed
	Comment: The computer security incident response team (CSIRT) is in charge of the university's information security. The main activities of the CSIRT team are: • performing proactive (preventive) activities and reactive activities aimed at minimizing the number of security incidents, or reducing the impact in case of their occurrence • increasing the security awareness of university students and employees • other activities necessary to ensure the university's information security. The team regularly organizes webinars for the academic community and educates them in the field of cyber security. The presentations are freely available on its website, and the recordings from the webinars are also available in the document repository. They draw attention to the importance of data and information protection in podcasts and at events such as the Cybercrime Summer School. They organize specially targeted trainings and meetings for scientists with the aim of providing constant advice and improving the security and quality of data protection and information produced within scientific research activities.						
workshops in the field of IT security and personal data protection	7. Good practice in research	2Q	2022	Vice-Rector for Informatisation and Quality Management Head of the Centre of Information and	I: a conducted workshop in the field of IT security and personal data protection	Completed

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)		Responsible Unit	Indicator(s) / Target(s)	Current status
				Communication Technologies	T1: increase the literacy of researchers in the field of IT security T2: improve the security and quality of protection of data and information produced in the framework of scientific research T3: increase the researchers' awareness of personal data protection	
Comment: The Computer security incident response team (CSIRT) organized a series of hands-on workshops at the university on the topic of Raising security awareness in the field of information security in 2022. The target groups were researchers and PhD students, and the activities were aimed at the protection of data and information produced within the scientific and research activities. Materials from the workshops were sent to the participants and are freely available in the university's document repository.						
rules for the application of state support	8. Dissemination, exploitation of results	4Q	2022	Managing Director of Technology and Innovation Park UPJŠ Operations Director of Technology and Innovation Park UPJŠ	I: an approved internal document of UPJŠ: "Rules for the application of state support" T1: providing information from the field of application of state support T2: unification of the procedure in the field of state support	Completed
Comment: Since January 2023 the university has its Methodology for the commercial use of R&D infrastructure obtained from public sources available for the academic community. This guide is freely available to all university employees via the document repository. So far, only the Slovak version has been provided, the English version is in the process of preparation. Thanks to this methodology, the procedure in the field of state aid was unified and the education of scientists and researchers was simplified.						
intensifying the propagation of research results and research infrastructure	8. Dissemination, exploitation of results 23. Research environment	4Q	2022	Vice-Rector for Marketing and Public Relations	I1: a detailed scheme of promotional activities I2: conducting promotional activities T: propagation of research results and research infrastructure	Completed
Comment: The plan of promotional activities, which focuses on the popularization of research results and the research infrastructure of the university, is part of the media plan, which is prepared for each year by the Department for Marketing and Design. The promotion of research results and research infrastructure is an important part of activities for a research university, as the results have an impact not only on the scientific community, but also on the general public. The university uses its website and Facebook profile to promote research. Important results are presented in the university magazine Universitas Safarikiana, and the university internally communicates with both regional and national media. The university has been presenting its results at the Slovakia Tech Forum Expo for a long time, within the university we regularly organize an event called Having coffee with..., where researchers and university management take part in discussions with students, employees and external persons and discuss their research and other activities, which have a wider impact. University researchers are often invited as experts on regional and national radio and television programs. The research results of scientists are presented in the most prestigious magazines such as Forbes, DenníkN, etc.						

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)		Responsible Unit	Indicator(s) / Target(s)	Current status
elaboration of the strategy in the field of Open Access	8. Dissemination, exploitation of results	1Q	2023	Vice-Rector for Science, Research, and the PhD. Study, Vice-Rector for International Relations and Mobility Head of the University Library	I: a detailed strategy in the field of Open Access T1: increasing transparency and openness T2: unification of the process of publishing results	Completed
	Comment: The university's Open Access strategy is available on the university's website: Institutional policy for open science at the Pavol Jozef Šafárik University in Košice. Pavol Jozef Šafárik University in Košice implements or will implement the following activities to support open access: 1. cooperation with Slovak and foreign universities and other institutions in creating an open access policy and strategy, participation in discussion groups, 2. establishment of an institutional repository with the aim of permanent archiving and making available all scientific results produced at UPJŠ (the so-called green path of OA), 3. support for publishing open access publications and journals within the university publishing house ŠafárikPress. Open access has brought for university researchers: • immediate access to scientific results for anyone, anytime, anywhere; • removal of legal, technological and commercial obstacles in access to scientific information; • acceleration of scientific progress; • publication in prestigious journals; • increasing the number of reviews and the reach of the authors' scientific work.						
intensifying public engagement	9. Public engagement	4Q	2022	Vice-Rector for International Relations and Mobility Vice-Rector for Marketing and Public Relations	I1: a scheme of activities concentrating on public engagement I2: „citizen science" activities I3: participation in events T1: propagation of research results T2: work with the public	Completed
	Comment: The plan of promotional activities, which focuses on intensifying the public's involvement in the life and research activities of the university, is part of the media plan, which is prepared for each year by the Department for Marketing and Design. Faculty representatives/researchers are present every year at the event called Researchers' Night, the university is represented by several stands for a wide range of fields that our researchers work in (medicine, dentistry, law, natural sciences, etc.). This event is one of the most visited in Košice. The University regularly organizes the University of the Third Age as part of the lifelong education of 50+ citizens. In the summer, the university organizes a week-long University without Borders, which is aimed at making the world of science and education accessible to children from socially excluded sections of our society in order to support the development of their talents, abilities and skills. The target group of the event is 5th and 6th grade students. The University also regularly organizes the UPJŠ STEM Camp in Košice for 5th and 6th grade students. The university's botanical garden offers an ideal opportunity/location for researchers to meet the public, to present research activities and to educate citizens. Workshops, exhibitions, expert discussions promote science, scientific results and the work of researchers. University students regularly represent the institution at the Hackaton Košice event. It is a 24-hour event where hackers have the opportunity to participate in workshops, learn about mentoring opportunities from professionals and sponsor challenges. Students of the Faculty of Medicine regularly participate in roadshows and events to inform the general public about the importance of oral hygiene, preventive examinations to prevent cancer, diabetes, etc.						
welcome package for the new researchers at UPJŠ in Slovak	10. Non discrimination	4Q	2021	Vice-Rector for International Relations and Mobility	I: a welcome package of information for the new researchers at UPJŠ	Completed

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)		Responsible Unit	Indicator(s) / Target(s)	Current status
					T1: raise awareness among researchers T2: improve the working conditions of researchers at UPJŠ	
		Comment: The university created the One.Point website, where all the necessary information is available for students and employees who will start their career in Slovakia at our university. The site provides information from various areas: entry and stay, insurance, transport, mobility options, recognition of diplomas, university services for employees, mobility options, IT support. On the Career at UPJŠ site (one click from the One.Point page) all information from the field of HR is available: legislation and documents, vacant positions, OTM-R policy of the university, etc.
improving the bilingual environment at UPJŠ	10. Non discrimination	2Q	2022	Vice-Rector for International Relations and Mobility	I1: bilingual signs, boards, and labels at UPJŠ I2: bilingual website of the university I3: bilingual advertising, incl. job advertising I4: to prepare an internationalization strategy T1: raise awareness among researchers T2: improve the working conditions of researchers at UPJŠ T3: developed internationalization strategy, which also includes bilingual environment	In progress
		Comment: I1: The university has already mapped the buildings of individual faculties and university workplaces and documented the shortcomings and needs in order to ensure the bilinguality of inscriptions, announcements, boards and signs at UPJŠ. All affected workplaces were informed about the deficiencies. We carried out the mapping in May-June 2023, earlier this was not possible due to the accreditation obligations of the university, the geopolitical situation and changes in the management of the faculties, as in 2022 and 2023 the elections of deans were held at the faculties and at the level of the Rectorate the elections of the rector were held, and there was no space for an organized update of information. We moved the finalisation of bilingual information signs to 4Q 2024. I2: The design of the university's website was renewed in 2023. The university's effort is to make the information that is available in the Slovak language available in English as well. Since the transition to a new site design requires a long time, the unification of information on the site in Slovak and English is also a long and difficult process. The university's effort is to finalize this transition until 3Q 2024. I3: The bilingual promotion of jobs is already underway. The university works with the Euraxess portal and publishes job offers, which, depending on their nature, are also intended for researchers from abroad. It is still necessary for the university to determine/define the nature of those jobs for which bilingual promotion by the faculties is necessary and for which such promotion is not necessary. I4: The long-term strategy of the university focuses on the field of internationalization and international relations of the university to a great detail, therefore the elaboration of an individual Internationalization Strategy was not justified for the university. In 2021, the Ministry of Education published its Strategy for the Internationalization of Higher Education until 2030. This strategic document faithfully reflects the plans and needs of our university, therefore the institutional strategy was no longer necessary. The university is proceeding according to the goals and schedule of the national strategy.
translation of the relevant internal regulations into English	10. Non discrimination	1Q	2023	Vice-Rector for International Relations and Mobility	I1: key internal regulations in English	In progress

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)		Responsible Unit	Indicator(s) / Target(s)	Current status
					I2: OTM-R policy documents and manuals in English I3: to prepare an internationalization strategy T1: raise awareness among researchers T2: improve the working conditions of (foreign) researchers at UPJŠ T3: developed internationalization strategy, which also includes bilingual environment	
	Comment: I1: The translation of internal regulations into English is still in process. The accreditation process and the internal quality assurance and verification system required the updating and preparation of many documents and internal regulations. Translation of these documents takes time. The new deadline for the completion of this activity was set to:3Q 2024 I2: The OTM-R policy documents have already been translated into English, but some documents and regulations in the field of HR have not yet been translated. I3: The long-term strategy of the university focuses on the field of internationalization and international relations of the university to a great detail, therefore the elaboration of an individual Internationalization Strategy was not justified for the university. In 2021, the Ministry of Education published its Strategy for the Internationalization of Higher Education until 2030. This strategic document faithfully reflects the plans and needs of our university, therefore the institutional strategy was no longer necessary. The university is proceeding according to the goals and schedule of the national strategy.					
welcome package for the new researchers at UPJŠ in English	10. Non discrimination	1Q	2023	Vice-Rector for International Relations and Mobility	I1: a welcome package for the new researchers at UPJŠ in English I2: to prepare an internationalization strategy, which also includes the bilingual nature of the environment T1: raise awareness among researchers T2: improve the working conditions of foreign researchers at UPJŠ T3: elaboration of an internationalization strategy, which also includes the bilingual nature of the environment	Completed
	Comment: The university has created the One.Point page in English as well, where all the necessary information is available for students and employees who will start their career in Slovakia at our university. The site provides information from various areas: entry and stay, insurance, transport, mobility options, recognition of diplomas, university services for employees, mobility options, IT support. On the Career page at UPJŠ (one click from the One.Point page) all information from the field of personnel is available: legislation and documents, vacant positions, OTM-R policy of the university, etc.					

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)		Responsible Unit	Indicator(s) / Target(s)	Current status
opening a kindergarten for the children of students and staff	10. Non discrimination 24. Working conditions 27. Gender balance	2Q	2023	Bursar	I1: kindergarten for the children of students and staff I2: a special scheme within the university's internal grant system aimed at scientists at UPJŠ, who return after a parental leave T1: improve the working conditions of researchers at UPJŠ T2: reconciling work and family life T3: supporting scientists returning to work after a parental leave	In progress
	Comment: I1: The kindergarten for the children of students and staff will be completed and handed over in September/October 2023. The expected time of completion of this activity is 3Q 2024. I2: A special scheme within the university's internal grant system aimed at scientists at UPJŠ who return after parental leave is already underway. The call for submission of projects to support the inclusion of researchers in research was announced in 2023.					
analysis of the criteria for performance evaluation and remuneration at the individual workplaces of UPJŠ	11. Evaluation/ appraisal systems	2Q	2022	Bursar	I: a detailed analysis of the criteria for performance evaluation and remuneration at the individual workplaces of UPJŠ T1: raise awareness among researchers T2: improve the working conditions of researchers at UPJŠ	In progress
	Comment: The analysis of the forms and criteria of performance evaluation is in the process of preparation. In 2022, the Rector's Decision on the recommended amount of teaching load was approved, and a revision of the salary regulations is planned, which will take into account the principles and documents of the internal quality system, periodic evaluation of scientific work and research, student feedback, principles of recognition of CVs and mobility. The expected time of completion of this activity is 3Q 2024.					
elaboration of the criteria for performance evaluation and remuneration at UPJŠ	11. Evaluation/ appraisal systems	1Q	2023	Bursar	I: elaborated criteria for performance evaluation and remuneration at UPJŠ and at the individual workplaces of UPJŠ T1: improve the working conditions of researchers at UPJŠ T2: improve openness and transparency	In progress
	Comment: The university has a form of financial contribution to ensure stability for associate professors, professors and doctors of science (DrSc) (R3,R4) for 1 year based on the fulfillment of criteria approved by the Scientific Council of UPJŠ. These criteria were also approved by the Rector's Council. Fincial contributions for the employees are approved in all cases by the rector of the university. Some faculties have their own elaborate criteria for performance evaluations and remuneration of scientific workers, since the faculties have different					

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)		Responsible Unit	Indicator(s) / Target(s)	Current status
	amounts of subsidies, it is not possible to create a uniform university-wide system. Average salaries are evaluated every year by employee categories by the Rector - the results are presented to the Board of Trustees. Information is also published in the Annual Management Report, which is a publicly available document in Slovak. The university plans to prepare a policy for the evaluation of scientific employees and administrative employees on an annual basis, within which the criteria and evaluated areas for faculties and university workplaces will be defined. The expected time of completion of this activity is 3Q 2024.					
preparing a set of recommendations in the field of recruitment and selection of employees in accordance with OTM-R	13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 17., 18. 27. Gender balance	2Q	2022	Head of the Department of Organizational Activities and Human Resources	I1: a prepared set of recommendations in the field of recruitment and selection of employees I2: introducing the use of the EURAXESS platform I3: publication of OTM-R policy on the website I4: a prepared set of recommendations in the field of job advertising T1: establishing open, transparent and fair recruitment and selection T2: improve transparency T3: ensuring and taking into account gender balanced recruitment and selection T4: ensuring gender balance in selection committees	Completed
	Comment: I1: The set of recommendations in the field of recruitment and selection of employees was prepared by the Department of Organizational Activities and Human Resources of UPJŠ. The recommendations were presented to the faculties and university workplaces by the management of the university and are available on the OTM-R policy website of the university in the form of principles and rules of UPJŠ in the area of OTM-R. I2: The Euraxess platform is used by the university to recruit postdoctoral fellows and researchers. The page is managed by the International Relations Office of UPJŠ. I3: The OTM-R policy of the university consists of the principles and rules of recruitment and selection of employees, as well as all the key documents and guidelines in the field of HR. All these materials are available for the employees and interested parties on the university's OTM-R policy website. I4: The recommendations in the field of promotion of vacancies were incorporated into a set of recommendations in the field of recruitment and selection of employees. The criteria are always defined based on the nature of the job position, the positions are advertised and published primarily in Slovak, if it is a position in which teaching activity is expected in Slovak.					
revision of the criteria and procedure for the recruitment of employees	13. Recruitment (Code) 15. Transparency (Code)	1Q	2023	Head of the Department of Organizational Activities and Human Resources	I: revision of the criteria for the selection of employees, T1: accepting variations in the chronological order of CVs,	Completed

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)		Responsible Unit	Indicator(s) / Target(s)	Current status
					T2: recognition of mobility at a top workplace abroad as criteria for the selection of employees	
	Comment: I1: Two documents were drawn up at the university, which summarize the criteria for recruitment and selection of employees: 1. Principles of the selection procedure for filling the positions of university teachers, the positions of researchers, the positions of professors and associate professors, and the positions of senior staff at the Pavol Jozef Šafárik University in Košice, 2. Rector's decision no. 16/2021, which issues the Criteria for filling the position of professor or associate professor at university workplaces of UPJŠ. Based on this document, the faculties adapted the criteria directly at the faculties. I2: The OTM-R policy of the university consists of the principles and rules of recruitment and selection of employees, as well as all the key documents and guidelines in the field of HR. All these materials are available for the employees and interested parties on the university's OTM-R policy website.					
revision of the criteria and procedure for the selection of employees	13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 27. Gender balance	1Q	2023	Head of the Department of Organizational Activities and Human Resources	I1: revision of the criteria for the selection of employees, I2: publication of OTM-R policy T1: accepting variations in the chronological order of CVs as criteria for the selection of employees, T2: recognition of mobility at a top workplace abroad as criteria for the selection of employees T3: accepting gender balance as criteria for the selection of employees	Completed
	Comment: I1: Two documents were drawn up at the university, which summarize the criteria for recruitment and selection of employees: 1. Principles of the selection procedure for filling the positions of university teachers, the positions of researchers, the positions of professors and associate professors, and the positions of senior staff at the Pavol Jozef Šafárik University in Košice, 2. Rector's decision no. 16/2021, which issues the Criteria for filling the position of professor or associate professor at university workplaces of UPJŠ. Based on this document, the faculties adapted the criteria directly at the faculties. I2: The OTM-R policy of the university consists of the principles and rules of recruitment and selection of employees, as well as all the key documents and guidelines in the field of HR. All these materials are available for the employees and interested parties on the university's OTM-R policy website.					
training for HR (human resources) staff in the field of recruitment and selection of employees	14. Selection (Code) 27. Gender balance	2Q	2022	Head of the Department of Organizational	I: conducted trainings for HR (human resources) staff in the field of recruitment	Completed

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)		Responsible Unit	Indicator(s) / Target(s)	Current status
in accordance with OTM-R				Activities and Human Resources	and selection of employees T1: establishing open, transparent and fair recruitment and selection T2: improve transparency T3: ensuring and taking into account gender balance T4: ensuring gender balance in selection committees	
	For HR employees at the university, field meetings/trainings are regularly organized, which are overseen by the university's bursar and/or the head of the Department of Organizational Activities and Human Resources. Both university lawyers and external experts can be invited to these trainings (depending on the nature of the training). Several meetings are aimed at unifying the procedures and documents for the publication of calls for the filling of job positions. Employees also have the opportunity to attend trainings/workshops organized by external institutions on HR topics.					
criteria and system for funding, recruitment, and propagation of postdoctoral positions	21. Postdoctoral appointments (Code)	4Q	2021	Vice-Rector for Science, Research, and the PhD. Study	I: an approved internal document of UPJŠ in the field of criteria, funding, recruitment, and propagation of postdoctoral positions T1: sharing information about postdoctoral positions T2: unification of processes in the field of state support	Completed
	Comment: The UPJŠ's internal document for the area of criteria, financing, recruitment and promotion of postdoc positions was approved in 2021. Based on this document, a unified centrally managed system for the management of postdoctoral positions at the university was created. On the postdoc stays website, interested parties can find all the key information and documents associated with these positions. The site is available in both Slovak and English.					
counselling in the field of career development	27. Gender balance 28. Career development 30. Access to career advice	4Q	2022	Vice-Rector for International Relations and Mobility Vice-Rector for Science, Research, and the PhD. Study	I: an approved internal document of UPJŠ in the field of criteria, funding, recruitment, and propagation of postdoctoral positions T1: sharing information about postdoctoral positions T2: unification of processes in the field of state support	Completed
	Comment: The career growth of researchers is supported by several workplaces of the university. The University Counseling Center provides counseling for doctoral students in the field of building a career, preparing a good CV, and establishing contacts with potential employers. The Lifelong Learning Center and Project Support					

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)		Responsible Unit	Indicator(s) / Target(s)	Current status
					provides several courses and advice in areas that are crucial for researchers: e.g. how to prepare online courses and questionnaires, working with software and hardware such as Perusall, Canva, Avervision, Hot Potatoes, creating an academic resume, popularizing research on social networks, how and why to create a profile on LinkedIn, etc. Courses on these topics are the result of intensive communication with researchers and respond to their needs in the field of career growth.	
workshop in the field of career development	27. Gender balance 30. Access to career advice	2Q	2022	Vice-Rector for International Relations and Mobility Vice-Rector for Science, Research, and the PhD. Study	I: institutionalising the career development of researchers T1: providing information in the field of career development T2: career counselling for scientists after parental leave	Completed
	Comment: A career development workshop was organized for the employees in October 2022. Because of the status of an associate university in the Aurora European Universities Alliance, partners from the Vrije Universiteit Amsterdam (one of the main partners of the alliance) ensured renowned lecturers for this workshop, thanks to which the employees of the university and other universities from abroad had the opportunity to familiarize themselves with the key issues of the career growth of researchers in an international context.					
update of the regulation on the extent of direct teaching and inclusion of pedagogical performance at UPJŠ	33. Teaching	1Q	2022	Vice-Rector for Higher Education, Academic Traditions and Ceremonies	I: updated regulation on the extent of direct teaching and inclusion of pedagogical performance at UPJŠ T1: improve the working conditions of researchers at UPJŠ T2: improve openness and transparency	Completed
	Comment: Rector's decision no. 10/2021 on the determination of the standard schedule of the teaching load at UPJŠ was issued in 2021. Thanks to this document, expectations in the field of teaching activities at the university have become transparent, and new employees have at their disposal the clearly defined and described conditions before starting.					
describing the complaint submission process for the employees	34. Complains/ appeals	2Q	2022	Head of the University Counselling Center Head of the Department of Organizational Activities and Human Resources	I1: a manual to the complaint submission process for the employees I2: infographics about the complaint submission process for the employees T1: improve the working conditions of researchers at UPJŠ T2: improve transparency	Completed
	Comment: A description of the processes for submitting complaints (I1) and an infographic on the processes for submitting employee complaints (I2) for the academic community are summarized in the newly prepared document called Rector's Decision 9/2023 on the submission and processing of suggestions, complaints and petitions at Pavol Jozef Šafárik University in Košice.					

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)		Responsible Unit	Indicator(s) / Target(s)	Current status
ombudsman	27. Gender balance 34. Complains/ appeals	1Q	2023	Head of the University Counselling Center Head of the Department of Organizational Activities and Human Resources	I1: an elaboration of the mission of the ombudsman at UPJŠ I2: institutionalising the position of ombudsman at UPJŠ T1: improve the working conditions of researchers at UPJŠ T2: improve transparency T3: to maintain a tolerant environment, ensure interculturality and improve gender balance.	In progress
	The Rector's decision 9/2023 on the submission and processing of suggestions, complaints and petitions at Pavol Jozef Šafárik University in Košice created the prerequisites for the institutionalization of the position of an ombudsman at the university. Since the preparation of the document, the design of procedures and the definition of competences were time-consuming processes, the document was finalized and approved only in July 2023. The document describes the mission of the ombudsman position (I1). In the new academic year, the university will ensure the launch of the ombudsman's office, and the promotion of the position and mission for the academic community (I2). The expected time of completion of this activity is 2Q 2024.					
workshop in the field of mentoring	36. Relation with supervisors 37. Supervision and managerial duties	4Q	2021	Vice-Rector for International Relations and Mobility Vice-Rector for Science, Research, and the PhD. Study	I: a conducted workshop T: introducing and informing about mentoring	Completed
	Comment: A mentoring workshop was organized for the employees in October 2022, which focused on both mentors and mentees. Because of the status of an associate university in the Aurora European Universities Alliance, the partners from the Vrije Universiteit Amsterdam (one of the main partners of the alliance) secured renowned lecturers for this workshop, thanks to which the employees of the university and other universities from abroad had the opportunity to familiarize themselves with the key issues of mentoring in an international context. Materials from the workshop were made available to the academic community after the workshop.					
counselling and training for R3 and R4 in the field of mentoring	36. Relation with supervisors 37. Supervision and managerial duties	2Q	2022	Vice-Rector for International Relations and Mobility Vice-Rector for Science, Research, and the PhD. Study	I: a system of counselling for experienced researchers (future mentors) T: informing and training future mentors	Completed
	Comment: Counselling for experienced researchers was provided in the workshop described above. The researchers were informed about the workshop well in advance, they were introduced to the topics to be covered during this activity and they had the opportunity to prepare their questions in advance. The lecturers were available to them for two days during the entire workshop, they discussed questions with them and also with other colleagues who participated in the workshop in person or online.					

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)		Responsible Unit	Indicator(s) / Target(s)	Current status
institutionalisation of mentoring at UPJŠ	36. Relation with supervisors 37. Supervision and managerial duties	1Q	2023	Vice-Rector for International Relations and Mobility Vice-Rector for Science, Research, and the PhD. Study Bursar	I: an institutionalised system of mentoring at UPJŠ T: institutionalisation of mentoring at UPJŠ	In progress
	Comment: Thanks to the workshop, the topic of mentoring reached the awareness of researchers at the university and they understood the importance of such support for young researchers. At the workshop groups of young researchers (R1, R2) and groups of experienced senior researchers (R3 and R4) were formed, who intensively collaborated and debated during the workshop and outlined possible ways and forms of institutionalizing mentoring at the university. Based on the outputs from the workshop and the debates, the university is currently looking for the most ideal process and form of institutionalizing mentoring. The expected time of completion of this activity is 3Q 2024.					
workshop in the field of team management – leadership (R2, R3, R4)	37. Supervision and managerial duties 40. Supervision	2Q	2022	Vice-Rector for International Relations and Mobility Bursar	I: a conducted workshop T: providing information on team management	Completed
	Comment: The Lifelong Learning Center and Project Support of UPJŠ provides presentations at its workshops and trainings with the definition of the program and selected challenges for the workplace, retraining of R2-R4 researchers in the field of leadership and their management skills. The workshops are prepared specifically based on the needs of researchers and the priorities of their workplaces.					
creation of a managerial skills module for researchers (target group – experienced scientists R3, R4)	37. Supervision and managerial duties	1Q	2023	Vice-Rector for International Relations and Mobility Head of the Lifelong Learning Centre and Projects Support	I1: an elaborated educational module on managerial skills for researchers I2: conducted classes T1: raise awareness among researchers T2: increase and improve the managerial competencies of R3 and R4 researchers T3: improve the working conditions of researchers at UPJŠ	Completed
	Comment: The researchers preferred a different format of obtaining information, not in the form of an educational module, but in the form of individual consultations and workshops, which were also focused on management skills and which were "tailored" to their specific needs and goals. Thus, education was provided, but a single educational module was not created, rather several thematic units and materials were used that were adapted to the current needs of employees. Based on these tendencies, new activities were proposed for this action plan, i.e. no. 49 and no. 50: Preparation and implementation of educational modules of competencies and skills for researchers - ResearchComp (R1, R2 / R3, R4).					
workshop in the field of project management for young researchers (R1, R2)	38. Continuing Professional Development	4Q	2021	Vice-Rector for International Relations and Mobility Vice-Rector for Science, Research, and the PhD. Study	I: a conducted workshop T1: including researchers (R1, R2) in project management T2: providing information about project management	Completed
	Comment: Workshops in the field of project management for young researchers were provided by the Lifelong learning center and project support. The center held several meetings for the individual faculties and university					

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)		Responsible Unit	Indicator(s) / Target(s)	Current status
	workplaces in order to ensure the widest possible impact of educational activities. The center also provides constant support in the preparation of projects for the researchers.					
education in the field of project management for young researchers (R1, R2)	38. Continuing Professional Development 39. Access to research training and continuous development	2Q	2022	Vice-Rector for International Relations and Mobility Head of the Lifelong Learning Centre and Projects Support	I: education in the field of project management T: increase the competences of young researchers in the field of project management	Completed
	Comment: Education in the field of project management for young researchers is ensured in several ways: doctoral students have at their disposal the certified interdisciplinary course Project Management, the topic of project management is also included in the program of the Spring School of Doctoral Students. Another way to obtain information is cooperation with the Lifelong learning center and project support. The center provides individual consultations and also organizes meetings/trainings on the topic of project management. As part of the CasProt project (H2020, TIP-UPJŠ), a manual for UPJŠ employees "How to write successful proposals for European projects" was developed. Consultations on prepared applications and consultations on implemented projects belong to the core activities of the center.					
Design of a procedure/process manual for selection procedures (set of questions, sentences and actions in individual stages of the SP)	13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 27. Gender balance	4Q	2024	Head of the Department of Organizational Activities and Human Resources	I: prepared manual for selection procedures T1: recognition of mobility at a top workplace abroad as a criterion for employee selection T2: improving transparency T3: ensuring and taking into account gender-balanced recruitment and selection T4: taking into account changes in the chronological order of CVs as a criterion for staff selection	New
Design of a portal for staff members	13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 27. Gender balance 28. Career development 30. Access to career advice 38. Continuing Professional Development	2Q	2025	Proxy for the field of HRS4R Head of the Section of organizational activities and human resources	I: a working staff portal T1: ensuring open, transparent and fair recruitment and selection T2: improving transparency T3: increasing the awareness of researchers T4: information in the field of career growth	New
Extended package of internal materials of UPJŠ in the field of intellectual property protection and transfer	5. Contractual and legal obligations 31. Intellectual Property Rights	4Q	2024	Center for Technology Transfer of TIP UPJŠ	I: approved package of internal materials of UPJŠ in the field of intellectual property protection and technology transfer	New

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)		Responsible Unit	Indicator(s) / Target(s)	Current status
					T1: informing about the area of knowledge transfer T2: transparency of the procedure in the field of technology transfer	
Elaboration of the rules for Data Management Policy	2. Ethical principles 8. Dissemination, exploitation of results	1Q	2025	Proxy for the field of HRS4R Vice-Rector for Science and Research	I: prepared material on the rules of Data Management T1: connect processes and strategy creation T2: improving transparency T3: increasing the awareness of researchers	New
Preparation and implementation of English language courses for the employees	10. Non discrimination 28. Career development 38. Continuing Professional Development 39. Access to research training and continuous development	4Q	2025	Proxy for the field of HRS4R Language Training Centre	I1: prepared modules of English language courses for employees I2: the implementation of English language courses for employees T1: development of the researchers' language competences T2: development of managerial competences of researchers T3: improvement of the working conditions of researchers at UPJŠ	New
Preparation and implementation of intercultural communication courses	10. Non discrimination 28. Career development 38. Continuing Professional Development 39. Access to research training and continuous development	4Q	2025	Proxy for the field of HRS4R Language Training Centre	I1: created intercultural communication courses I2: implementation of intercultural communication courses T1: raising the awareness of researchers T2: expansion of managerial competences of researchers T3: improvement of the working conditions of researchers at UPJŠ	New
Establishing an Euraxess Point at UPJŠ	13. Recruitment (Code) 15. Transparency (Code) 28. Career development 30. Access to career advice	3Q	2026	Proxy for the field of HRS4R International Relations Office	I1: ensuring the conditions for the establishement of an Euraxess contact point I2: establishment of the Euraxess contact point	New

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)		Responsible Unit	Indicator(s) / Target(s)	Current status
					T1: ensuring a systematic and professional approach to the integration of foreign researchers T2: ensuring systematic and professional career development of researchers	
Mapping of the research infrastructure of UPJŠ	8. Dissemination, exploitation of results 23. Research environment	2Q	2025	Vice-Rector for Science and Research	I1: creation of a research infrastructure database at UPJŠ I2: proposals for forms of sharing the UPJŠ research infrastructure T1: raising the awareness of researchers T2: transparency of resources and potential of UPJŠ T3: improvement of the working conditions of researchers at UPJŠ	New
Establishing a comprehensive system of support for the introduction of microcredentials	28. Career development 33. Teaching 38. Continuing Professional Development 39. Access to research training and continuous development	3Q	2026	Proxy for the field of HRS4R Vice-Rector for Academic Qualifications and PhD Studies	I: established support system for researchers in the field of microcredentials T1: strengthening internationalization T2: expanding the competences of researchers	New
Preparation and implementation of educational modules of competencies and skills for researchers – ResearchComp (target group R3, R4)	28. Career development 38. Continuing Professional Development 39. Access to research training and continuous development	3Q	2026	Proxy for the field of HRS4R	I1: created educational modules focused on the skills of researchers I2: implementation of the educational modules T1: raising the awareness of researchers T2: expanding the competences of researchers R3, R4	New
Preparation and implementation of educational modules of competencies and skills for researchers – ResearchComp (target group R1,R2)	28. Career development 38. Continuing Professional Development 39. Access to research training and continuous development	3Q	2026	Proxy for the field of HRS4R	I1: created educational modules focused on the skills of researchers I2: implementation of the educational modules	New

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)	Current status
				T1: raising the awareness of researchers T2: expanding the competences of researchers R1, R2 T3: improvement of the working conditions of researchers at UPJŠ	

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 *:

https://www.upjs.sk/univerzita/hrs4r/ https://www.upjs.sk/en/university/hrs4r/

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

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

UPJŠ performed a thorough analysis of national legislation, all internal documents, as well as the established recruitment processes and conditions for the selection of candidates in the context of OTM-R. The analysis revealed several shortcomings in the application of the OTM-R principles. The following steps are suggested to eliminate them:

- Formalize the OTM-R policy. Create a set of recommendations that contains procedures for all types of positions. (Proposed step in the Action Plan: 24 preparing a set of recommendations in the field of recruitment and selection of employees in accordance with OTM-R).
- After formalization, publish the OTM-R policy at UPJŠ on its website in Slovak and English.
- Provide training for the HR staff in the field of recruitment and selection in accordance with OTM-R (Proposed step in the Action Plan: 27 training for HR (human resources) staff in the field of recruitment and selection of employees in accordance with OTM-R).
- Promote an increased degree of digitalisation in case of selection procedures. Amend the internal regulations concerning the conditions of selection procedures at UPJŠ and specify the conditions of selection processes by electronic means of communication or only online. Create technical conditions at the university for the implementation of online selections. Amend the internal regulations concerning the documentation of selection procedures so as to enable the electronic form of submission and processing of documents for selection, including their archiving, and set rules in the area of authorized signatures, protection of documents, and technology.

- Introduce a control system to ensure the implementation of OTM-R. (Proposed step in the Action Plan: 24 preparing a set of recommendations in the field of recruitment and selection of employees in accordance with OTM-R).
- Follow the trends in OTM-R policy abroad and adopt proposals for alignment.
- Support the development of communication and the use of the EURAXESS platform within the university.
- Finish the negotiations already under way with SAIA so that UPJŠ becomes its EURAXESS contact point. (Proposed step in the Action Plan: 24 preparing a set of recommendations in the field of recruitment and selection of employees in accordance with OTM-R). Define activities and responsibilities in the field of this support and add them to the agenda of the Office for Scientific Research at the Rectorate of UPJŠ. Amend the organizational rules of the Rectorate.
- Support the intensification of announcements of vacancies in scientific research via various platforms. Adopt rules for levels and forms of publication according to the characteristics of vacancies.
- Provide feedback to all applicants without prior request. (Proposed actions in the Action Plan: 24 preparing a set of recommendations in the field of recruitment and selection of employees in accordance with OTM-R and 26 revision of the criteria and procedure for the selection of employees).
- Prepare a set of recommendations in the field of recruitment and selection of employees in accordance with OTM-R (Proposed step 24 in the Action Plan).

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

The application and introduction of OTM-R principles was given a lot of attention during the implementation of the action plan at the university, since the university management and the implementation committee were aware that this was an area in which we were in an insufficient state in the initial phase, and we knew our weaknesses and gaps. Several steps that were implemented in this area in two years were part of the action plan. The OTM-R policy was formalized and agreed upon at several levels of university management. It includes two documents in the area of recruitment and selection of employees, which summarize the criteria for recruitment and selection of employees: 1. Principles of the selection process for filling posts of university teachers, researchers, professors and associate professors and management positions at Pavol Jozef Šafárik University in Košice 2. Rector's Decision No. 16/2021, issuing criteria for filling a post of professor or associate professor at the university departments of Pavol Jozef Šafárik University. Based on this document, the faculties adapted the criteria directly at the faculties.

The set of recommendations in the field of recruitment and selection of employees was prepared by the Department of Organizational Activities and Human Resources of UPJŠ and discussed by the expert committee and the members of the implementation committee. The recommendations were presented to the faculties and university workplaces by the university management and are available on the OTM-R policy website of the university in the form of principles and rules of UPJŠ in the area of OTM-R. A control system to ensure the implementation of OTM-R is also part of the policy.

The need to promote vacancies has become an important part of policy and university recommendations. The university highlights the importance and recommends, and at the same time actually implements promotion on the Euraxess platform, while promotion through other tools is also

highly recommended and supported. The above will also appear in the internal regulations in the form of methodological guidelines for the faculties and university workplaces in the near future.

We see the provision of feedback to all job applicants even without their prior request a very important measure, which we have already started to apply at the university. We systematically applied this method first when filling postdoctoral positions at the Rectorate level, and then in the document called Set of recommendations in the field of recruitment and selection of employees we recommended the faculties and other university workplaces to apply the same or a similar approach in selection.

The university regularly organizes trainings for the HR staff members in the field of recruitment and selection of employees in accordance with OTM-R. The trainings are aimed at e.g., unifying the procedures and documents for the publication of job vacancies. The employees also have the opportunity to attend trainings/workshops organized by external institutions on HR topics.

The university is gradually fulfilling the tasks it set in connection with the creation of the Euraxess contact point at UPJŠ and is starting to work on its establishment. In the near future, the university is going to prepare suitable conditions for the establishment of a contact point, the adoption of the Declaration of Commitment, the setting of competences, powers and procedures, and the related expansion of the activities of the Department for Scientific Research and Doctoral Studies and International Relations Office at the UPJŠ Rectorate. This is a new action plan activity.

In the last two years, the university has undergone a significant change in the implementation of processes, mainly due to the high level of digitization. The digitization of the university and its processes contributed to the electronicization of selection procedures in two areas. On the one hand, the rate of electronicization of documents and correspondence during the recruitment and selection of applicants increased, and also the selection procedures themselves began to take place in electronic form while following the predetermined criteria and conditions. The aforementioned was applied in connection with the prevention of the spread of the pandemic and also in the selection of applicants for postdoctoral positions. In the near future, it will be necessary to incorporate into the internal regulations the conditions of the selection procedures through electronic means of communication.

UPJŠ and the members of its management follow the current trends, which they try to implement sensibly in the management of the university, this also applies to the field of HR policy and human resources management. These are activities that take place continuously and permanently.

The changes that we implemented at the university thanks to the OTM-R principles and HRS4R contributed to the openness and transparency of the processes and their results. The further steps that we would like to implement in this area are the new activities in the action plan, i.e., to design a unified staff portal, prepare and implement educational modules of competencies and skills for researchers in accordance with ResearchComp, and prepare a procedure/process manual for selection procedures (set of questions, sentences, and actions in the individual stages of the SP).

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.

URL:
https://www.upjs.sk/univerzita/hrs4r/otm-r-politika/
https://www.upjs.sk/en/hrs4r/otm-r-policy/

4. IMPLEMENTATION

General overview of the expected implementation process:

The implementation of the action plan (AP) and its monitoring is ensured at several levels, considering the organizational structure of the university and the character of the planned steps of the AP. The strategy in its initial phase was implemented and handled as a project at UPJŠ with all its project attributes, and the following phase –implementation – was managed similarly. A project team, an implementation commission, expert commissions and working groups had been set up to manage it. We developed a Gantt chart and specified competencies, timing of activities, identified target groups and methods of communication with them, as well as financial and organizational support of activities and dissemination. The individual activities of the AP are divided into several working packages, which were and will be assigned to the responsible persons from the expert commissions. In case of the activities of the action plan, which have not been completed yet and were described as in progress, the responsible person was also allocated. The names of the positions may differ, but the agendas and competencies that they cover, remained the same.

Project team: project manager, proxy in the field of HRS4R, vice-rector for the field of science, coordinator – employee of the Rectorate.

Implementation Commission (IC): the members of the IC were and will be responsible for the implementation of the AP at the levels of university management and heads of university workplaces. They deal with the time-, administrative- and financial management following the instructions of the project team and provide a so-called top-down monitoring of implemented processes.

Expert Commissions (EC): the members of EC manage the process of implementation of the AP in those specific areas that require special attention or a special approach regarding the specifics of a university workplace. The members of the EC were appointed by the IC based on their expertise, as well as affiliation to the university workplaces, thus ensuring the so-called bottom-up monitoring of implemented processes.

Working groups at university workplaces (WP): the members of WGs were nominated either by the IC or by an EC. Their task is to implement the processes at the level of the individual university workplaces, monitoring and regular submission of progress reports to the IC, or to an EC.

One of the expert groups is the group of young scientists (R1 and R2) in order to gain feedback from those researchers, who are at the beginning of their scientific career and are also seen as an important communicator of HRS4R ideas and practices towards young, new, novice scientists. Thanks to the recommendations of the EC to intensify the engagement of this group in the discussions and implementation of the AP, the university actively worked with R1 and R2 researchers, and made sure that their ideas and opinions are well implemented and incorporated into the activities of the AP.

In the composition of commissions and working groups we carefully considered not only the professional contribution of the members but also gender balance, as well as the equal involvement of researchers from all levels (R1 to R4).

The AP was planned for a period of 24 months broken down into quartiles from 4Q 2021 to 3Q 2023. After this period, the IC prepared the interim evaluation of the plan and, based on the submitted proposals and comments, modified its original structure, and adapted it to the current needs at the university. The elaboration of the modified AP is followed by its implementation for a period of 36 months.

An important part of the implementation of the AP is the continuous evaluation of the fulfilment of the activities and tasks of the action plan and the fulfilment of the objectives through the indicators. For each AP activity objectives and measurable indicators were clearly defined that the project team and commissions could monitor and evaluate.

An important source of the evaluation of implementation was the feedback from the employees in the form of general debates and discussions at the meetings of the university governing bodies, at discussions with R1, R2, R3, R4, and via the representatives of student associations, and informal discourses, which evaluated the qualitative changes at UPJŠ. The discussions were organised either by concentrating on the individual researcher categories, or on the topics of the AP. The university chose this form of feedback collecting intentionally and strategically, taking into consideration the current activities of the university and the manyfold engagement of the researchers in its strategic activities. Additionally, the university is planning to conduct its regular survey for employees mapping their satisfaction with the working conditions in the following weeks, and this survey will also concentrate on some of the principles of the HRS4R. The last form of feedback will be a questionnaire survey among the researchers of UPJŠ in a similar manner as the survey in the initial phase was conducted. The researchers have been involved in many activities recently, and in order to acquire valuable information for them on the implementation of HRS4R the university has decided to wait with the survey and conduct it in a less demanding period. Because of that the university plans to implement the in-depth survey among its researchers on their evaluation of HRS4R in 2024.

The academic community is regularly informed about the implementation of the AP via the web, intranet, e-mail, at the meetings of the university's governing bodies. The implementation will continue according to the updated schedule of the action plan under the governance of the project team, the proxy for HRS4R, and mainly the implementation commission. The strategy is and will be supported by development projects of the Ministry of Education, which are specifically aimed at HRS4R initiatives at the Slovak HEIs.

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

How have you prepared the internal review?*

The preparation of the internal review was divided into two phases. The first phase concentrated on the collection of information and materials that are required and necessary for the purposes of finalizing the internal review. This phase was covered by the heads of the expert commissions. These commissions were established at the beginning of the implementation phase, and each of them had specific scopes and tasks in order to cover the key aspects of the Action Plan of the HRS4R at UPJŠ. The heads of the commissions provided a detailed review of their activities describing their goals, the achieved results, and the current state of the listed actions.

The heads of the expert commissions reported to the implementation commission. The members of the implementation commission are also the members of the university management, who actively participated in the preparation of the Gap Analysis, Action Plan, OTM-R policy, and implementation strategy of UPJŠ, and who are familiar with the HRS4R charter and code.

In the second phase the implementation commission conducted a thorough review of all the actions implemented as well as additional related initiatives carried out based on the reviews of the heads of the expert commissions. The implementation commission carefully evaluated the reviews and the achieved results and collected the necessary supporting documents and information materials to each action in order to ensure full documentation. This commission also analysed the actions that were evaluated as still in progress and therefore their deadlines needed extension into the second part of the implementation phase. Based on the consultations with the expert commissions the implementation commission set new deadlines for these actions. New actions were also incorporated into the action plan. These actions reflect on the priorities of the university management and the needs of the researchers at UPJŠ in Košice within the framework of HRS4R.

The internal review was prepared by the vice-rector for international relations and mobility and her project team of HRS4R based on the reviews of the expert commissions and the outcomes of the debates of the

implementation commission. The new rector was involved in the HRS4R processes from the time of his election, and therefore the continuous implementation of HRS4R is ensured. The new management also supports the initiative, it has approved the revised action plan and declares support for the further implementation of HRS4R at UPJŠ.

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

The members of the expert commissions represented the research community of UPJŠ. The members were suggested by the appointed heads of the expert commissions based on their research fields and scopes of interests and represented all research levels from R1 to R4. The active involvement of the research community and the main stakeholders was also ensured by the regular debates of the university management with the rector's council, scientific board, academic senate, and with the board of trustees regarding the actions of the university to support its research community and to fulfil the goals of its HRS4R Action Plan. Since all of the conducted workshops, meetings, and prepared guidelines of the HRS4R Action Plan were aimed at researchers, their active (or passive) participation was inevitable.

The university management informed and involved the research community by different methods: 1st-year PhD students were informed about HRS4R at the introductory seminars that are organized for them right after entering their studies in September, further campaigns were applied during the Spring school for PhD students, and the management contacted this category of researchers also via a survey in order to ask them to evaluate mentorship at our university. PhD students also attended the mentorship workshop of the university, within which they cooperated with several senior researchers from various faculties.

The research staff had the opportunity to learn about the work within the framework of HRS4R by several targeted discussions and meetings, by the reports of the governing bodies and by the presented news and actions via the university webpage. The workshops that we organized for the staff members gave us the opportunity to talk to them and to find out about their needs and thoughts on support mechanisms. These suggestions were later on incorporated into our further activities.

The survey among our researchers and the gap analysis that were conducted before the application procedure for the HR Award, helped the university management to acquire a clear image about the needs of its researchers, and from that time the communication with the research community has been more active and intensive. When making executive decisions, the university management always takes into consideration these presented needs and aims to meet these demands as well as possible.

The university management actively promotes its HRS4R at the university events and reports on its advancement regularly via the web, intranet, e-mail, at the meetings of the university governing bodies, at discussions with R1, R2, R3, R4, and via the representatives of student associations, and informal discussions. The university plans to conduct an in-depth survey among researchers on their evaluation of HRS4R at UPJŠ in 2024. Unfortunately, due to the epidemiological and geopolitical complications, it was not possible to ensure it before the submission of the interim report. As mentioned above, the conduction of the survey report was also delayed by the accreditation process at our institution and by the establishment of the internal quality assurance and verification system.

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

In order to ensure the implementation of the Action Plan, UPJŠ has established commissions and working groups with the following competencies:

- Implementation commission: Management of the action plan: content, time, administration, financing. The members of the implementation commission are responsible for the process of action plan implementation at the level of the university management and heads of workplaces. Based on the initiatives of the project team, they deal with the content, time, administrative and financial management, and provide the so-called top-down monitoring of the implemented processes.

- Expert commissions: The members of the expert commissions manage the process of action plan implementation in terms of specific areas that require special attention or a special approach with regard to the specifics of individual university workplaces. The members of the expert commissions will be appointed by the implementation commission. Experts on a given issue are nominated to the commissions, as well as employees of university workplaces, thus ensuring the so-called bottom-up monitoring of the implemented processes.

- Working groups at the individual working places of the university: The members of the working groups are nominated either by the implementation commission or the expert commissions. Their task is to implement and adapt the processes at the level of the individual workplaces of the university, their monitoring and regular submission of information on the progress for the implementation commission, or if necessary, also for the expert commissions.

For the list of the members of the implementation commission and expert commissions see https://www.upjs.sk/en/hrs4r/implementation-phase/.

The implementation commission has been meeting regularly to discuss and to evaluate the outcomes of the meetings with the expert commissions and working groups, and to approve their working plans and prepared supporting materials. The meetings were either in person or online. The commission regularly communicated via emails as well. The implementation commission always aimed to put to action the activities of the action plan according to the established timeframe if it was possible. Communication is ensured across the entire organizational structure of UPJŠ.

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*

From the very beginning UPJŠ's HRS4R Action Plan aligned with its planned and declared actions regarding the support mechanisms that the university planned to ensure for its research community, e.g. via its Long-Term Strategy. These steps were often strongly supported and reinforced by the initiatives and plans of the Slovak Government and the Ministry of Education, Science, Research and Sport of the SR, e.g. the Ministry's Strategy of Internationalization of HE until 2030, or the internal quality assurance and verification system introduced in 2021. As a result, the university modified several of its internal regulations and documents governing, for example, the selection of researchers or postdocs. The introduction of OTM-R principles modified the practices of the HR department and became key aspects of the university's human resources policy.

The university always aims to create a fair and ethical environment for the fulfilment of the main mission of the university, in which academic freedom of expression, scientific research, and education will be guaranteed. The HRS4R supports and aligns with the university's internal quality assurance and verification system, HR policies, and also with its strategic frameworks for gender equality policy. These fields were reviewed and modified during the first part of the HRS4R implementation phase, and all of these systems and strategies include HRS4R policy elements. The new university kindergarten, the grant schemes for researchers coming back from their parental leave, the information packages for the newly arrived researchers, or the soon-to-be-established position of a university ombudsman show the university's strong

dedication towards the HRS4R principles, and its aim to ensure above standard support for its research community.

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

The university understands the action plan and its timeline, indicators and objectives as a major guideline to develop high standard services and support mechanisms for its researchers which are comparable to the benefits that are provided in other developed European countries. The action plan was prepared based on the survey among researchers and their identified needs. Since it reacted to these needs and gaps, it is fully accepted by the academic community, which helps its full implementation unequivocally. Each proposed action has its timeframe, indicators, objectives and responsible bodies, which makes the implementation process more effective and successful.

The members of the implementation commission are responsible mainly for the process of action plan implementation. Based on the initiatives and feedback of the expert commissions, their task is to deal with the content, time, administrative and financial management, and provide the so-called top-down monitoring of the implemented processes. The monitoring of the processes is ensured periodically according to the complexity of the individual tasks. The expert commissions are responsible for carrying out the implementation, to prepare the necessary guidelines/documents, to ensure and organize the workshops, and for all the practical tasks connected to the actions that are assigned to them. Based on the feedback of the expert commissions corrective actions were/are taken if there are any alternations to the established deadlines, but in spite of these corrective actions some of the objectives could have not been reached according to the planned deadlines, and therefore the university pushed those into the second part of the implementation phase.

How are you monitoring progress (timeline)?*

The monitoring of the implementation process is practiced according to the above-described fashion.

The action plan includes details on the responsible persons/bodies for each action, on the indicators that are available for monitoring, and the set timeframe for each activity. The monitoring is ensured on two levels: the heads of the expert commissions are responsible for defining the tasks and responsibilities for the members of their commissions, and to monitor the advancement of the introduced processes. The heads report to the implementation commission. The implementation commission continues to oversee the implementation process and to provide institutional support for the expert commissions. The monitoring of the processes is ensured periodically according to the complexity of the individual tasks. Implementation commission meetings will be held to discuss the current state of the implemented actions on regular basis.

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

The revised action plan is prepared in the same manner as the original one, i.e. in case of each action it specifies the responsible people/bodies, the timeline, the indicators and the expected targets that are to be achieved. The implementation commission and the expert commissions have established a well-functioning cooperation, and the responsible persons are well-informed about the university's plans and expectations in the context of HRS4R. The new actions were introduced according to the priorities and needs of the university management and the research community; therefore, they reflect on the current goals and issues of European Research Area.

The measurement of the achieved results will be ensured by the set targets and indicators of the individual actions:

- The implementation commission will regularly monitor the activities of the expert commissions and working groups and will ensure follow-up meetings with the people in charge of the individual actions.

- The established process of internal reporting and documenting of actions and results will also be in practice during the second stage of the implementation phase.

- The implementation commission will intensify the monitoring process and internal reviews for compliance in order to ensure the full implementation of the action plan by the end of the implementation phase.

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

In order to support the work of the external reviewers the implementation commission will carefully document and prepare the necessary evidence and results of the implemented actions. The university will carefully reflect on the reviews that it receives on this interim report, since the reviewers' comments and recommendations proved to be very useful and helpful during the initial phase as well. The corrective suggestions will be incorporated into the implementation process, and they will be documented for the external review. The university will also consult its partner institutions, who have already gone through the external review process, and can help it to become better prepared and informed.

The university will designate a small team to be the main point of contact with the review team. The members of this contact team will be the people who participated in the HRS4R at UPJŠ from the very beginning, and who can provide the most detailed information for the reviewers. The members will enable access to those additional staff and commission members, who can provide further information about the HRS4R implementation process, and the actions developed at UPJŠ.

We consider the external review a key event for the HRS4R strategy, and the university has an approved development project of the Ministry of Education for it, which will help to prepare for the event suitably.

Additional remarks/comments about the proposed implementation process:

UPJŠ, as a part of the European Research Area, wants to provide a European standard in the quality of the working environment for researchers, and in the openness and transparency of the selection procedure. The HR Excellence Award is considered a permanent commitment by UPJŠ and it plans to continue developing and creating favourable conditions for the employees. HRS4R helped the university to name the things and processes that until now it only handled and solved intuitively, but now the strategy motivated and encouraged us to address it systematically and continuously. The university management started to link the individual internal regulations and policies to the HRS4R as a horizontal strategy of the university. As a result, HRS4R became an integral and constant factor in the university's processes, e.g., the regular survey for employees mapping their satisfaction with the working conditions, which will be conducted in the following weeks, also concentrates on some of the principles of the HRS4R.

The university continuously aims to strengthen gender equality. Initiatives and activities that ensured this process so far:

In 2022 the university approved the new Gender Equality plan for the period 2022-2025.

In order to reach these goals, the university implemented or has started to implement the following actions: establishing a university kindergarten, grant program of UPJŠ for parents after their parental leave within its Internal Scientific Grant System, increasing the proportion of women in the university's management and decision-making bodies, support of gender equality in the recruitment and selection process.

Other activities of the university promoting gender equality and aiming to educate and inform the academic community:

- Podcast of the University Counselling Centre on the topic: Sexual harassment in universities

- The university joined the UN campaign: Orange the world: UNITE! Activism to end violence against women and girls

Activities of the Commission for Gender Equality of UPJŠ promoting gender equality and aiming to educate and inform the academic community: active participation in the event of the Slovak Radio: public recording of the event We read each other (reading from literary texts as a contribution to understanding and promoting tolerance for difference and diversity), organisation of a discussion meeting in cooperation with the University Counselling Centre: Not only about sexism (even words can hurt), which was a discussion with experts about sexism in interpersonal relationships, at the workplace and in the academic environment. As part of the letter from the EC, we received 7 recommendations, which we managed to follow and fulfil during the implementation of the action plan.

1. In connection to the first recommendation regarding the placement of the HR documents in an accessible place it was ensured right at the beginning of the implementation phase due to the need for information and communication about HRS4R within the university. All documents relating to HRS4R are on our strategy website with many clicks to internal materials, activities and events and to national and transnational strategies and documents. The website is regularly updated and revised.

2. In connection to the second recommendation**:** On the web, we published the link between the university strategies and the national legislation: alignment, open science, repository, PhD portal, register of study programs, all information is in Slovak and many in English.

3. In connection to the third recommendation was the creation of a catalogue of available infrastructures, and fact sheets on the various calls for research funding. We regularly inform the Rector's Council about the possibilities of submitting projects, and then this is transferred to the workplaces, we have created a Project Council, which is managed by the vice-rector for development, and which includes representatives of all parts of the university. The new calls, project offers and possibilities are discussed within their sessions. At the same time, the Lifelong Learning Center and Project Support organizes regular meetings and trainings for workplaces about calls and possibilities of submitting projects. These information sessions are often targeted, and tailor made based on the needs, research fields and character of the given workplace. Additionally, we have a portal of already submitted or implemented projects that are an inspiration for researchers.

4. In connection to the fourth recommendation: further training of employees is ensured by several university workplaces according to the focus of the training. Language education is offered at the Language Training Center. Several employee trainings were implemented as part of projects, e.g. in the Innochange project, the trainings of which are summarized on the project website1/website2. Some specific trainings are carried out directly at the Center for Technology Transfer. On the Lifelong Learning Center and Project Support website, there are trainings aimed at mainly developing soft skills, technical skills, or digital competences.

5. In connection to the fifth recommendation regarding the insufficient quantification of targets and indicators in the originally presented action plan, we reacted to this comment and modified the above before the implementation of the action plan, and we are currently presenting the new activities in the action plan in a clearly described manner with measurable targets and indicators.

6. In connection to the sixth recommendation regarding our internal regulation on "Principles of good practice in scientific publishing" suggesting that we should cover the overall approach to research, not just publishing it is important to state that the Principles was the forerunner of a whole series of regulations, rules, tips, navigation manuals related to research that was prepared at the university later. In the process of implementing the action plan, the foundations for applying Open Access and Open Science were introduced, the Turnitin anti-plagiarism system was introduced, an Ethics Commission was established to monitor the ethics in publishing and conducting research, and we joined Zenodo database.

7. In connection to the seventh recommendation to provide a survey report or the results of the survey: The selected problem areas in the questionnaire, which we particularly focused on in the implementation, were separately presented on the web, social networks, and the survey results themselves are on the web in a shortened version in English.

Contact persons for HRS4R at UPJŠ

doc. Ing. Silvia Ručinská, PhD.
Vice-Rector for Internationalisation
silvia.rucinska@upjs.sk

Mgr. Mária Vasiľová, PhD.
Staff member of the International Relations Office UPJŠ
maria.vasilova@upjs.sk