



Moravian Business College Olomouc

ACTION PLAN 2020–2021

**for the Implementation of the Principles of European Charter for Researchers
and Code of Conduct for the Recruitment of Researchers**

1 Introduction

The present Action Plan for the period 2020-2021, based on the GAP analysis prepared by Moravian Business College Olomouc, is a logical continuation of MVSO's efforts to adhere to the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. MVSO management is aware of the importance of this measure. At the same time, it considers HR development, in the sense of the given principles, to be a strategic step that will bring both the organization and its stakeholders a qualitative shift not only in science and research, but thanks to synergies also in education and science popularization.

2 About Moravian Business College Olomouc

Name	Moravian Business College Olomouc
Case number	2018CZ362991
Legal Status	Public Service Company MVSO carries out its activities based on the state approval of the Ministry of Education, Youth and Sports of the Czech Republic granted on 15 July 2005, Ref. No 24-350 / 2005-30.
Contact details	tř. Kosmonautů 1288/1, 77900 Olomouc
Statutory representative	RNDr. Josef Tesařík
Company ID	268 67 184
VAT reg. no.	CZ26867184
Tel.	+420 587 332 311
E-mail	mvso@mvso.cz
Web	http://www.mvso.cz/
Type of public service	Education in the form of providing full higher education. Providing educational, research, development and other creative activities in accredited study programs.
Additional activity	Organizing professional courses, training and other educational events, including lecturing. Editing and publishing activities. Reprographic services. Business, financial, organizational and economic consulting. Consulting in the field of social sciences and personality development
Submission date	12. 12. 2018
Date endorsement Charter and Code	

2.1 Organisational Information

STAFF & STUDENTS ¹	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	32,4
Of whom are international (i.e. foreign nationality)	2
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0
Of whom are women	17,8
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	7,1
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	16,6
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	3,79
<i>Total number of students (if relevant)</i>	239
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	49,1
RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	33 658
<i>Annual organisational direct government funding (designated for research)</i>	24 369
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	15 971
<i>Annual funding from private, non-government sources, designated for research</i>	8 398

2.2 Organisational profile

Moravian Business College (MVSO) is a private higher education institution founded in 2005; public service company focused on providing economic management education in the region. The aim of its development is education aimed at promoting entrepreneurship and establishing small and medium-sized companies in the region.

¹ As of December 31, 2018

MVSO is a scientific research organization registered on the list of research organizations of the Ministry of Education, Youth and Sports (MEYS) this is evidenced by extensive research activities primarily in the following areas of excellence:

- Strategic management
- Corporate Social Responsibility
- Innovations in healthcare
- Modelling and regional economic processes analyses and energetic management
- Spatial economics
- Unconventional decision-making methods in ICT

MVSO focuses on vocational education and currently has 3 following professionally oriented study programmes accredited:

- Bachelor's degree study programme in Economics and Management ("Bc.")
- Master's degree programme in Economics and Management ("Ing.")
- Bachelor's degree study programme in System Engineering and Informatics ("Bc.")

In all its activities, MVSO strongly emphasizes the international standard and builds a multilingual environment for students and researchers (Czech, English, Russian). MVSO carries out student and academic mobilities and a number of international science and research projects. MVSO cooperates with several Czech and foreign universities (31 Erasmus+ partnerships + partnerships in Asia and Russia). MVSO is a member of the Nice Network (New Initiatives and Challenges in Europe) and other associations.

2.3 Strengths and weaknesses of the current practice

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

Thematic heading of the Charter and Code	STRENGTHS	WEAKNESSES
Ethical and professional aspects	<ul style="list-style-type: none"> - MVSO's dynamics and flexibility enabling continuous personal and institutional support researchers and research tasks - Leadership commitment and flexibility - Utmost respect for legislative and generally shared principles, such as OSH, intellectual property rights, the Act on Higher Education Institutions, the Labour Code, the Equal Treatment and Non-Discrimination Act, implementation and observance of GDPR. 	<ul style="list-style-type: none"> - Standardization of generally shared principles into internal management documentation as a commitment to their fulfilment, including the internationalization of documents - Systematic education of academic staff in the field of "academic" ethics

Recruitment and selection	<ul style="list-style-type: none"> - Openness and variety of the working team - Standardization of the recruitment and selection procedure of researchers - Full support and deep respect for merit, experience and changes in CV timeline - Respect for and observance of Czech legislation 	<ul style="list-style-type: none"> - Personnel stability and substitutability of scientific research teams - Personnel stability and substitutability of support workplaces and some institutes - A generation of young executive researchers / Ph.D. students is missing - Unpreparedness for the comprehensive functioning of all internal services in a multilingual environment
Working conditions	<ul style="list-style-type: none"> - Clearly profiled professional excellence of the school enabling a clear profiling of research activities in basic and applied research - Creative teams made up of experienced and young academics; their personal and institutional support is ensured - International cooperation and a broad partnership platform for carrying out research activities - Possibility of flexible organization of working hours and part-time work - Individual and helpful approach when returning from maternity leave, non-discrimination, gender balance - Work environment and workplace equipment - Digitalization - Cost-effectiveness - Reviewed and excerpted scientific journal EMI (Economics Management Innovation) 	<ul style="list-style-type: none"> - Strengthening forms of funding for R&D, particularly among donors and partners from the application sector - Technology infrastructure for specific IT research - Standardization of the environment for the development of academic staff - Creating and standardizing the working environment for foreign researchers - Planning and evaluating the effectiveness of researchers' performance - Strengthening the language skills of academic staff
Training and development	<ul style="list-style-type: none"> - Intergenerational cooperation and system support for professional development - Establishment of the Academic Career Centre 	<ul style="list-style-type: none"> - Standardization of the process of planning and supporting professional development in relation to staff evaluation, including transparent criteria for promoting professional development in relation to systematic career development planning. - Standardization of the mentoring process, personal engagement and mentors' personal and qualification prerequisites for its implementation - Conditions for accreditation of doctoral studies

3 Actions

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

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL: <http://mvso.cz/en/science-and-research/hr-award/>

Within the implementation of measures meeting the identified needs according to the GAP analysis, the key objectives and individual actions of the Action Plan were defined:

1. Ensuring conditions for creative cooperation and career development, including the creation of an institutional environment and implementation of ethical principles
2. Strategic planning in the field of HR management in the context of MVSO strategy and defined professional excellence
3. Transparent system of performance evaluation of researchers
4. Transparent system of recruitment and adaptation of researchers from national and international environment
5. Strengthening the presentation of scientific and research outputs and relevant competences of researchers

3.1 Ensuring conditions for creative cooperation and career development, including the creation of an institutional environment and implementation of ethical principles

	Proposed ACTIONS	GAP Principle(s) <i>(Note: C= Code)</i>	Timing (at least by year's quarter/ semester)	Responsible Unit <i>(Note: DSSL= Department of Social Sciences and Law SRD= Science and R&D)</i>	Indicator(s) / Target(s)
1.	Updating of the Code of Ethics in Czech - incorporation of the principles of the Charter and Code, especially, research freedom, ethical principles, professional responsibility, non-discrimination and co-authorship.	1. Research freedom 2. Ethical principles 3. Professional responsibility 6. Accountability 7. Good practice in research 13. Recognition of the profession 14. Non discrimination	03/2020	Deputy Director for Economics and Operations /Department of organization and management	Publication of the Code of Ethics in Czech.

		<ul style="list-style-type: none"> 19. Gender balance 24. Intellectual Property Rights 25. Co-authorship 30. Participation in decision-making bodies 31. Recruitment 32. Recruitment (C) 33. Selection (C) 			
2.	Translation and publication of the Code of Ethics in English	<ul style="list-style-type: none"> 1. Research freedom 2. Ethical principles 3. Professional responsibility 6. Accountability 7. Good practice in research 13. Recognition of the profession 14. Non discrimination 19. Gender balance 24. Intellectual Property Rights 25. Co-authorship 30. Participation in decision-making bodies 31. Recruitment 32. Recruitment (C) 33. Selection (C) 	06/2020	<i>DSSL / Expert guarantor of the linguistics section</i>	Publication of the <i>Code of Ethics</i> in English.
3.	Establishment and appointment of the Ethics Committee , or extension of the Disciplinary Commission. Setting up rules of application and creating conditions for functioning	<ul style="list-style-type: none"> 2. Ethical principles 7. Good practice in research 	09/2020	<i>Rector</i>	Inclusion in the organization structure. Appointment of members of the Committee (appointment letter).
4.	Elaboration of the <i>Disciplinary Code for Academic Staff</i>	<ul style="list-style-type: none"> 2. Ethical principles 7. Good practice in research 	09/2021	<i>Rector</i>	Publication of the <i>Disciplinary Code for Academic Staff</i>
5.	Translation of the <i>Disciplinary Code for Academic Staff</i> into English	<ul style="list-style-type: none"> 2. Ethical principles 7. Good practice in research 	12/2021	<i>DSSL / Expert guarantor of the linguistics section</i>	Publication of the <i>Disciplinary Code for Academic Staff</i>
6.	Elaboration of the <i>Career Code</i>	<ul style="list-style-type: none"> 10. Relation with Supervisors 11. Supervision and managerial duties 12. Continuing professional development 	12/2020	<i>Academic Career Centre</i>	Issuing and publication of the Career Code

		19. Gender balance 20. Career development 23. Access to career advice 26. Supervision 28. Evaluation/ appraisal systems			
7.	Translation of the <i>Career Code</i> into English	10. Relation with Supervisors 11. Supervision and managerial duties 12. Continuing professional development 20. Career development 23. Access to career advice 26. Supervision 28. Evaluation/ appraisal systems	06/2021	<i>DSSL / Expert guarantor of the linguistics section</i>	Publication of the English version of the Career Code
8.	Academic Career Centre – staffing, competency determination, conceptual formulation	7. Good practice in research 23. Access to career advice	08/2020	<i>Rector/Vice-rector SRD</i>	Appointment of the Academic Career Centre Team (appointment letter) Vision and Action Plan for 2020-21
9.	Ensuring access to scientific databases and the availability of resources for all researchers	15. Research environment 16. Working conditions	12/2020	<i>Rector/Vice-rector SRD</i>	Active access for all researchers
10.	Evaluation of the first stage of internal grant agency (IGA) implementation	16. Working conditions 18. Funding and salaries	12/2019	<i>Rector/Vice-rector SRD</i>	At least one submitted and supported project application
11.	Review and updating of the standardized procedure of IGA (issuing of a new directive or incorporation in the <i>Directives for the Preparation and Implementation of Research and Development Grant Projects</i>)	16. Working conditions 18. Funding and salaries	06/2021	<i>Rector/Vice-rector SRD</i>	Issuing and publication of the directive
12.	Creation of a schedule of educational events for the year 2021 - focusing on methodology and ethical principles in research and	22. Access to research training and continuous development	12/2020	<i>Academic Career Centre</i>	Publication of the schedule of educational events for 2021

	dissemination of R&D outputs, especially on examples of good practice.				Number of educational events and number of participants
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3.2 Strategic planning in the field of HR management in the context of MVSO strategy and defined professional excellence

	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit <i>(Note: DSSL= Department of Social Sciences and Law SRD= Science and R&D)</i>	Indicator(s) / Target(s)
1.	Novelization of the <i>Strategic plan</i> for the next period 2021–2025	4. Professional attitude 7. Good practice in research 11. Supervision and managerial duties 40. Postdoctoral appointments (Code)	11/2020	<i>Director</i>	Publication of the revised <i>Strategic Plan for the next period 2021–2025</i>
2.	Review of the <i>Directives for the Preparation and Implementation of Research and Development Grant Projects</i> – redefinition of the procedures and competences. Setting up standards for sharing outcomes from research activities and rules of co-authorship and copyright and intellectual property rights protection	4. Professional attitude 18. Funding and salaries 24. Intellectual Property Rights 25. Co-authorship	08/2020	<i>Rector/Vice-rector SRD</i>	Publication of the updated <i>Directives for the Preparation and Implementation of Research and Development Grant Projects</i>
3.	Translation and publication of the <i>Directives for the Preparation and Implementation of Research and Development Grant Projects and Strategic plan for the next period 2021–2025</i> in English	4. Professional attitude 18. Funding and salaries 24. Intellectual Property Rights 25. Co-authorship	12/2020	<i>DSSL / Expert guarantor of the linguistics section</i>	Publication of the <i>Directives for the Preparation and Implementation of Research and Development Grant Projects and Strategic Plan for the Next Period 2021–2025</i> in English

3.3 Transparent system of performance evaluation of researchers and its connection with procedures of strategic and personnel management

	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit <i>(Note: DSSL= Department of Social Sciences and Law)</i>	Indicator(s) / Target(s)
1.	Review and update of the Directives for the Evaluation and Remuneration of Workers in terms of methodology of planning and evaluation of outputs of research and pedagogical activities and their projection into other personnel processes	17. Stability and permanence of employment 20. Career development 21. Value of mobility 22. Access to research training and continuous development 28. Evaluation/ appraisal systems	12/2020	<i>Deputy Director for Economics and Operations /HR Specialist</i>	Publication of the updated <i>Directives for the Evaluation and Remuneration of Workers</i>
2.	Translation of the Directives for the Evaluation and Remuneration of Workers into English	17. Stability and permanence of employment 20. Career development 21. Value of mobility 22. Access to research training and continuous development 28. Evaluation/ appraisal systems	06/2021	<i>DSSL / Expert guarantor of the linguistics section</i>	Publication of the <i>Directives for the Evaluation and Remuneration of Workers</i> in English
3.	Proposal for a new information system for the record of outputs and evaluation of researchers	27. Teaching 28. Evaluation/ appraisal systems	11/2021	<i>Deputy Director for Economics and Operations /HR Specialist</i>	Processing of tender documents

3.4 Transparent system of recruitment and adaptation of researchers from national and international environment

	Proposed ACTIONS	GAP Principle(s) <i>(Note: C= Code)</i>	Timing (at least by year's quarter/ semester)	Responsible Unit <i>(Note: DSSL= Department of Social Sciences and Law)</i>	Indicator(s) / Target(s)

1.	Review and update of the Regulations for the Selection Procedure for the Recruitment of Academic Staff , its registration by the MEYS	13. Recognition of the profession 14. Non discrimination 31. Recruitment 32. Recruitment (C) 33. Selection (C) 34. Transparency (C) 35. Judging merit (C) 36. Variations in the chronological order of CVs (C) 37. Recognition of mobility experience (C) 38. Recognition of qualifications (C) 39. Seniority (C)	12/2020	<i>Deputy Director for Economics and Operations /HR Specialist</i>	Publication of the <i>Regulations for the Selection Procedure for the Recruitment of Academic Staff</i>
2.	Translation and publication of the Regulations for the Selection Procedure for the Recruitment of Academic Staff in English	13. Recognition of the profession 14. Non discrimination 31. Recruitment 32. Recruitment (C) 33. Selection (C) 34. Transparency (C) 35. Judging merit (C) 36. Variations in the chronological order of CVs (C) 37. Recognition of mobility experience (C) 38. Recognition of qualifications (C) 39. Seniority (C)	06/2021	<i>DSSL / Expert guarantor of the linguistics section</i>	Publication of the <i>Regulations for the Selection Procedure for the Recruitment of Academic Staff in English</i>
3.	Review and update of the Directives for the Establishment and Termination of Employment in terms of the initial specification of the procedure for informing researchers of contractual and legal obligations within the initial training	5. Contractual and legal obligations	08/2020	<i>Deputy Director for Economics and Operations /HR Specialist</i>	Publication of the updated <i>Directives for the Establishment and Termination of Employment</i>
4.	Review and update of the document Basic Information for Employees , its conversion into editable electronic version and its translation into English	5. Contractual and legal obligations	08/2020	<i>Deputy Director for Economics and Operations /HR Specialist</i>	Publication of the updated document <i>Basic Information for Employees</i> in Czech and English

					Publication of the electronic version of the document
5.	Updating of the <i>Employment Regulations</i> – specification of rights and obligations of researchers, standardization of complaints and appeal procedures	5. Contractual and legal obligations 29. Complains/ appeals	08/2020	<i>Deputy Director for Economics and Operations /HR Specialist</i>	Publication of the updated <i>Employment Regulations</i> in Czech
6.	Translation of the <i>Employment Regulations</i> and its publication in English	5. Contractual and legal obligations 29. Complains/ appeals	12/2020	<i>DSSL / Expert guarantor of the linguistics section</i>	Publication of the updated <i>Employment Regulations</i> in English
7.	Translation and publication of the <i>Directives for the Establishment and Termination of Employment</i> in English	5. Contractual and legal obligations 29. Complains/ appeals	12/2020	<i>DSSL / Expert guarantor of the linguistics section</i>	Publication of the <i>Directives for the Establishment and Termination of Employment</i> in English

3.5 Strengthening the presentation of scientific and research outputs and relevant competences of researchers

	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit <i>(Note: DSSL= Department of Social Sciences and Law)</i>	Indicator(s) / Target(s)
1.	Development of a marketing and communication strategy including systematic tools for the dissemination and presentation of academic research results. Identification of key topics and popularisers, forms of popularization and target groups	8. Dissemination, exploitation of results 9. Public engagement	6/2020	<i>Deputy Director for Business</i>	Issuing of the document <i>Marketing and Communication Strategy</i>
2.	Training of presentation and communication skills and on-camera presentation skills	8. Dissemination, exploitation of results 9. Public engagement 22. Access to research training and continuous development	12/2021	<i>Deputy Director for Economics and Operations /HR Specialist</i>	Implementation of training – complete training of at least 50% of academic staff

3.	Development of language skills of researchers	8. Dissemination, exploitation of results 9. Public engagement 22. Access to research training and continuous development	12/2021	<i>DSSL / Expert guarantor of the linguistics section</i>	Proficiency test – record improvement in the output assessment
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3.6 The matrix for linking measures to the Charter and Code recommendations

	Key objective 1 Ensuring conditions for creative cooperation and career development, including the creation of an institutional environment and implementation of ethical principles	Key objective 2 Strategic planning in the field of HR management in the context of MVSO strategy and defined professional excellence	Key objective 3 Transparent system of performance evaluation of researchers	Key objective 4 Transparent system of recruitment and adaptation of researchers from national and international environment	Key objective 5 Strengthening the presentation of scientific and research outputs and relevant competences of researchers
Principle					
1. Research freedom	X				
2. Ethical principles	X				
3. Professional responsibility	X				
4. Professional attitude		X			
5. Contractual and legal obligations				X	
6. Accountability	X				
7. Good practice in research	X	X			
8. Dissemination, exploitation of results					X
9. Public engagement					X
10. Relation with supervisors	X				
11. Supervision and managerial duties	X	X			
12. Continuing professional development	X				
13. Recognition of the profession	X			X	

14. Non discrimination	X			X	
15. Research environment	X				
16. Working conditions	X				
17. Stability and permanence of employment			X		
18. Funding and salaries	X	X			
19. Gender balance	X				
20. Career development	X		X		
21. Value of mobility			X		
22. Access to research training and continuous development	X		X		X
23. Access to career advice	X				
24. Intellectual Property Rights	X	X			
25. Co-authorship	X	X			
26. Supervision	X				
27. Teaching			X		
28. Evaluation/ appraisal systems	X		X		
29. Complains/ appeals				X	
30. Participation in decision-making bodies	X				
31. Recruitment	X			X	
32. Recruitment (Code)	X			X	
33. Selection (Code)	X			X	
34. Transparency (Code)				X	
35. Judging merit (Code)				X	
36. Variations in the chronological order of CVs (Code)				X	
37. Recognition of mobility experience (Code)				X	
38. Recognition of qualifications (Code)				X	
39. Seniority (Code)				X	
40. Postdoctoral appointments (Code)		X			

4 Implementation

4.1 Research team

Name	Position	Stage	Management line / Department
Mgr. Vladimíra Sedláčková – leader of the research team	Deputy Director for Economics and Operations		MVSO
doc. Ing. Jarmila Zimmermannová, Ph.D.	Rector / Researcher	R4	MVSO
doc. et doc. PhDr. Kateřina Ivanová, Ph.D.	Vice-rector for Science, Research and Development / Researcher	R4	MVSO
Mgr. Marek Vaculík, Ph.D.	Deputy Director for Business / Researcher	R2	MVSO
Mgr. Jitka Lidaříková	Vice-rector for External Relations / Researcher	R1	MVSO
Mgr. Markéta Vítošlavská	HR specialist / Researcher	R1	MVSO
Mgr. Martin Fink	Methodology specialist / Researcher	R1	MVSO
Ing. Kateřina Vranová	Project Manager		MVSO
doc. Ing. Eva Sikorová, Ph.D.	Researcher, expert guarantor	R3	MVSO
doc. Ing. Adam Pawliczek, Ph.D.	Researcher, expert guarantor	R3	MVSO
doc. Ing. Petr Čermák, Ph.D.	Researcher, expert guarantor	R3	MVSO
Ing. Eva Jílková, Ph.D.	Researcher, department manager	R2	MVSO
Mgr. Veronika Říhová, Ph.D.	Researcher, department manager	R2	MVSO
Mgr. Tetiana Arkhangel'ska, Ph.D.	Researcher, department manager	R2	MVSO
Ing. Stefan Kolumber, Ph.D.	Researcher, department manager	R2	MVSO

4.2 General overview of the expected implementation process:

The implementation of the Action Plan will become a standard part of the strategic planning process at MVSO in accordance with the set-up system of internal management. The objectives will be incorporated into the *Strategic Plan* and *Plans for the individual periods*, its implementation will be continuously monitored by MVSO management. During the implementation of measures of the Action Plan, the research team will hold meetings in approximately quarterly intervals and further operatively as per need based on the implementation of individual actions of the Action Plan. The leader of the research team and other researchers will also monitor the fulfilment of the plan of individual actions and communicate about their implementation progress with the competent staff of the individual responsible workplaces. In accordance with the *Directives for Internal Management and Communication*, relevant minutes shall be drawn up from all meetings and necessary measures shall be determined. All employees will be informed about the implementation progress through regular company-wide meetings.

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	<p>In the form of meetings of the research team within the extent of at least 4x/YY. In the form of discussions at meetings of the MVSO management in the extent of at least 12x/YY.</p> <p>Minutes with evaluation of gradual task fulfilment of academic staff are taken from all meetings.</p> <p>Selected members of the research team work together to fulfil the activities of the implemented project Development of capacities for research and development 02_18_054 (ROKA) . Thanks to this, some partial activities are solved both within the HR Award as well as in project meetings. Cooperation of members is thus very intensive and flexible in solving any questions or uncertainties.</p>
How do you intend to involve the research community, your main stakeholders, in the implementation process?	<p>Selected representatives of research community are part of the research team.</p> <p>All researchers were involved in the initial analysis and are informed through company-wide meetings at least 3 time a year and further mediately at the level of individual professional workplaces through their managers who are part of the research team.</p> <p>In order to mediate feedback on the course of implementation and on already implemented measures, MVSO uses specifically defined channels of internal communication, in particular:</p> <ul style="list-style-type: none"> - System of meetings - Focus Group - Questionnaire survey - Periodical evaluation of employees - Direct communication - Conferences and workshops - Meetings of academic bodies (mainly Academic Council, Disciplinary Committee and Academic Senate)
How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.	<p>MVSO has in place a management control system according to ISO 9001 and a sophisticated system of internal quality assurance and evaluation. The implementation of the Action Plan will become a standard part of the strategic planning process at MVSO in accordance with the set-up system of internal management. The objectives will be incorporated into the <i>Strategic Plan</i> and <i>Plans for the individual periods</i>, its implementation will be continuously monitored by MVSO management.</p> <p>All researchers will be informed about the partial steps leading to the fulfilment of the Action Plan using regular company-wide meetings (at least 3 times a year); in case of need, an extra meeting will be held.</p> <p>All researchers will be continuously addressed with a request for feedback.</p>
How will you ensure that the proposed actions are implemented?	<p>The research team will continuously monitor and evaluate the fulfilment of the defined measures at its meetings in the extent of at least 4x / YY and further at individual partial meetings with individual responsible departments. Each research team member has a well-defined area of responsibility and partial tasks, including a timetable for their fulfilment. Thanks to this system it is possible to regularly check the implementation of partial outputs and adherence to the set schedule. The</p>

	objectives will be developed to the level of individual activities managed by a standardized process of internal management.
How will you monitor progress (timeline)?	The implementation of the objectives and actions of the Action Plan will be governed by a standardized and generally accepted system of internal management, including a system of meetings. Minutes of meetings always contain specific tasks in the form of measurable goals with a defined deadline and personal responsibility. Regular meetings will also address possible non-compliance with the set timetable, resulting complications and propose an adequate procedure to ensure compliance with the deadline.
How will you measure progress (indicators) in view of the next assessment?	The indicators are set to be measurable, including the deadline for their fulfilment. The regular meetings of the research team will monitor the state of their fulfilment and eventually take steps to achieve them. The standardized internal management system includes regular review of the system, which will also include the achievement of HRS4R objectives.

5 Conclusion

As indicated in the introduction, MVSO management considers the implementation and development of the principles of The Human Resources Strategy for Researchers to be the company's key strategic objective. The Action Plan was conceived based on the GAP analysis with emphasis on the requirements of the Strategy and real potential of the company. The measures of the Action Plan will be continuously evaluated and updated.

Based on its long-term experience with implementation, maintenance and development of ISO 9001 QMS towards continuous improvement, MVSO management believes that the objectives set out in the present document are realistic and achievable, mainly due to its involvement in the start-up process and its broad support across the organization.