

## TEMPLATE 4: ACTION PLAN

<p><b>Case number:</b> 2020CZ503512</p> <p><b>Name Organisation under review:</b> University of Hradec Králové</p> <p><b>Organisation's contact details:</b></p> <p><b>Address:</b> Rokitanského 62/26, 500 03 Hradec Králové, Czech Republic</p> <p><b>Contact person:</b> Mgr. Kateřina Vyleťalová, HR manager – quality manager, e-mail: katerina.vyletalova@uhk.cz, phone: +420 774 566 527</p>
---

**SUBMISSION DATE:** 30. 3. 2021

### 1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation.

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	438,31
Of whom are international (i.e. foreign nationality)	42,71
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0
Of whom are women	189,41
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	98,09
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	205,63
Of whom are stage R1 = in most organisations corresponding with doctoral level	53,09
Total number of students (if relevant)	6389
Total number of staff (including management, administrative, teaching and research staff)	722,06
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	33 884 679
Annual organisational direct government funding (designated for research)	3 414 088
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	3 155 951
Annual funding from private, non-government sources, designated for research	1 143 648
<b>ORGANISATIONAL PROFILE</b>	

The University of Hradec Králové (UHK) is a regional university which was founded in 2000 by renaming the College of Education, which itself traces its roots back to 1959. Thanks to its moderate size (about 6500 students and more than 600 employees), it may adopt an individual approach to its students and guarantee a high-quality education at all of its four faculties: Faculty of Education, Faculty of Informatics and Management, Philosophical Faculty, and Faculty of Science. Research activities are developed within the framework of common or individual faculty research topics and their research teams. The UHK has rich international links with institutions in more than 70 countries of North and South America, Africa, Asia and Europe.

## 2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

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

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and Professional Aspects	<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• The UHK guarantees and respects fully the research freedom and the employees feel the same.</li> <li>• There is an operational Research Ethics Committee that supervises the fulfilment of and compliance with the basic parameters of free and ethical research.</li> <li>• A special central website has been created where the basic UHK fields of research and key scientific and research projects are described.</li> <li>• The employees appreciate the aspects of non-discrimination and equal access and treatment at the university. The academicians, researchers and technical employees are aware of the rules and principles of their work evaluation.</li> </ul> <p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Absence of a permanent ethics committee as an independent complaint-solving body.</li> <li>• The UHK Code of Ethics is not updated according to the EU Charter and Code standards and principles.</li> <li>• Employees and students are not educated systematically in ethical research standards.</li> <li>• Transfer of knowledge is not developed sufficiently in terms of staffing and training of personnel and the UHK employees.</li> <li>• Dilatory approach of a part of academicians and scientists to the popularization of scientific and research activities.</li> </ul>
Recruitment and Selection	<p><b>STRENGTHS</b></p>

	<ul style="list-style-type: none"> <li>• The procedure for selection of academicians and researchers is regulated by the Code of Procedure for Selection of Academicians and Managerial Employees.</li> <li>• The UHK has a central web site which informs about all selection procedures at the university. As a standard, the UHK uses other web job portals for advertising as well.</li> <li>• In 2020, an all-university career system was adopted and the all-university system of the UHK academician evaluation and the career development plan were updated.</li> <li>• Within the selection procedures, we inform applicants systematically about the benefit programme and other advantages and possibilities of work at the UHK.</li> </ul> <p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• The UHK does not have a system of recruitment policy and uniform processes that would be in accord with the OTM-R policy.</li> <li>• Members of selection committees and other employees are not trained in recruitment according to the OTM-R policy.</li> <li>• There are no templates for notifying of selection procedures (incl. versions in English) referring to the recommended spheres according to the OTM-R policy.</li> <li>• Addressing and selection procedures in English (advertising at international portals, information available in English etc.) should be professionalized.</li> <li>• There is no high-quality e-tool for more efficient management of recruitment and more efficient monitoring of the onboarding process. There is no concept of education and systematic support of the career development of doctoral students and postdocs.</li> </ul>
Working conditions	<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• The UHK has adopted 3 Rector’s Decrees regulating the work conditions and allowing the UHK employees the highest possible standard of their personal and work life harmonization (Evaluation of the UHK Employees, UHK Employees’ Flexible Working Hours and Working from Home, and the Career System and Regular Evaluation of Academic Staff).</li> <li>• The UHK regulates the conditions and possibilities of flexible working hours and working from home, support of employees returning to work after termination of their maternal/parental leave (adjustment of work conditions, extension of career development deadlines, provision of non-paid leave for care for minor children).</li> </ul>

	<ul style="list-style-type: none"> <li>• The UHK supports the personal and work life harmonization through internal regulations defining flexible working hours and working from home.</li> <li>• Regular employee evaluation is regulated by internal documents with clearly defined templates for evaluation of various groups of employees.</li> <li>• Regular evaluation and plans of development activities have been viewed positively in the all-university questionnaire survey.</li> </ul> <p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• The Wage Regulation is not updated.</li> <li>• There is no mentoring programme and systematic support of employees at the beginning of their career.</li> <li>• A system of the managers' managerial competences should be developed in order to improve the management and make it more professional.</li> <li>• There are no mechanisms motivating the employees to develop their teaching competences and methods.</li> <li>• There is no system of doctoral student protection.</li> <li>• Reflection of mobilities (various types) in the UHK employee evaluation should be more precise.</li> </ul>
<p>Training and Development</p>	<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• The development of professional competences and career development is monitored by superiors within the annual UHK evaluation of employees.</li> <li>• The Career System and Regular Evaluation of Academic Staff determines the elements of direct and indirect support of the employee career development.</li> <li>• The questionnaire survey has shown that the employees see the support of employee development provided by the UHK management and superiors as positive.</li> </ul> <p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• There is no continuous central system of managerial development of superiors in terms of their fulfilment of duties resulting from their managerial position.</li> <li>• There is no mentoring programme at the UHK.</li> <li>• Supervisor standards that will be monitored and evaluated regularly should be defined with the aim to provide adequate support to doctoral students.</li> </ul>

	<ul style="list-style-type: none"><li>• There is neither any strategy of sustainable development of the research organization nor a university strategy of science and research evaluation.</li></ul>
--	---

### 3. ACTIONS

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

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

<p>URL:</p> <p>Czech version: <a href="https://www.uhk.cz/cs/univerzita-hradec-kralove/veda-a-vyzkum/hr-award-1">https://www.uhk.cz/cs/univerzita-hradec-kralove/veda-a-vyzkum/hr-award-1</a></p> <p>English version: <a href="https://www.uhk.cz/en/university-of-hradec-kralove/research/hr-award">https://www.uhk.cz/en/university-of-hradec-kralove/research/hr-award</a></p>
---

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

<b>Proposed ACTIONS</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
<i>Free text -100 words max</i>	<i>Retrieved from the GAP Analysis</i>			
<b>Ethical and Professional Aspects</b>				
<p>1. Code of Ethics review and update UHK Ethics Committee establishment</p> <p>Description of action: We will re-draw the Code of Ethics so that it corresponded better to the principles of the Charter and Code and reflected more the actual ethical issues. We will also finish building of the ethical infrastructure by establishing the Ethics Committee and adopting rules of procedure of the Ethics Committee.</p>	2, 3, 10, 12, 13, 14, 27, 32, 34	<p>Preparation of documents: Q2 2021</p> <p>Approval of documents: Q2 to Q4 2021</p> <p>Training of the Ethics Committee members Q1 2022</p>	Vice-Rector for Strategy and Development	<ul style="list-style-type: none"> <li>• Approved and published new UHK Code of Ethics</li> <li>• Rules of Procedure of the UHK Ethics Committee</li> <li>• UHK Ethics Committee establishment</li> <li>• Training of the Ethics Committee members in terms of ethical principles of the Code of Ethics</li> </ul>
<p>2. Increase of awareness of ethical standards in research and transfer of scientific knowledge</p> <p>Description of action: We will ensure higher informedness</p>	2, 3, 10, 12, 22, 32, 34, 37	<p>Preparation of the system and the online module for employees: Q1 and Q2 2022</p>	Vice-Rector for Science and Creative Activities	<ul style="list-style-type: none"> <li>• Functioning system of continuous education of employees (academicians and scientific and research staff) in ethical principles in science and research</li> <li>• Conducting of lectures and workshops aimed at ethical standards in research and transfer of scientific knowledge</li> </ul>

<p>and awareness of ethical standards in research and transfer of scientific knowledge through creation of an online education module covering this topic. We will continuously offer training in selected actual ethical R&amp;D issues, emphasizing the publication ethics, transfer of knowledge and intellectual property issues. High priority will be given to researchers at the beginning of their careers.</p>		<p>Implementatio n of the modul: Q4</p>		<ul style="list-style-type: none"> <li>• 20% of actual employees will pass the online education module in the first year; all employees participating in research and transfer of knowledge will pass it within three years</li> <li>• 100% of new employees participating in research and transfer of knowledge will pass the education module aimed at ethical standards in research</li> <li>• Regular specific training for early stage researchers, aimed at ethics in research and science. 30% of actuals doctoral students will pass this training in the first year from its implementation; at least 60% of doctoral students will pass it within three years</li> </ul>
<p>3. Centralized science and research control and management setting</p> <p>Description of action: We will strengthen the central management of science and research through adoption of an all-university Research Organization Strategy defining strategy by 2025. The strategy includes, among others, an internal methodology of science and research evaluation, development of early stage researchers, human resources management, internationalization, science and research financing and sustainability, and social responsibility in science and research. In the context of the</p>	<p>4, 39</p>	<p>Preparation of the research organization strategy: Q3 and Q4 2021</p> <p>System of UHK topics support: Q1 2022</p>	<p>Vice-Rector for Science and Creative Activities</p>	<ul style="list-style-type: none"> <li>• Approved strategy of the UHK as a research organization; Including the schedule and measurable indicators of performance</li> <li>• Fully formed and financially secured system of motivation and priority research topics support and development at the UHK</li> <li>• 10 % year-to-year increase of the number of professional outputs within the supported all-university research topics</li> </ul>

<p>Research Organization Strategy, we will further set up a system of motivation, support and development of priority research topics – multidisciplinary opportunities to interconnect the potential of individual faculties. We will appoint a scientific and research thematic leader for each topic; the leader will be responsible for the given field development. The institutionalization of priority topics will be supported in form of a part-time employment or financial support.</p>				
<p>4. Uniform management of scientific and research processes at the UHK</p> <p>Description of action: We will unify the key scientific and research (and related supportive) procedures in a way ensuring maximum efficiency of research done at the whole university. A substantial element will be the implementation of a university decree on project administration, related closely to, among others, the implementation of a common SW for internal grant competition. An all-university measure of management (both in</p>	<p>4, 6</p>	<p>Update of the project-related measure of management Q4 2021</p> <p>Update of the Grant and Project System Q1 and Q2 2022</p> <p>Implementation of a SW for administration</p>	<p>Vice-Rector for Science and Creative Activities</p>	<ul style="list-style-type: none"> <li>• Updated and published measure of management for scientific and development project management</li> <li>• Update of the grant and project administration system (GAP)</li> <li>• Implementation of an all-university SW for administration of internal grant competitions</li> <li>• A UHK measure of management on project dedications and academic affiliations</li> </ul>



<p>Czech and English language) solving the issue of project dedications and academic affiliations with respect to outputs of projects obtained and solved at the UHK will be an important supportive material.</p>		<p>of internal grant competitions Q1 2022</p> <p>Measure of management relating dedications and affiliations Q3 2021</p>		
<p>5. Support of Open Science policy</p> <p>Description of action: As a part of the Open Science policy, the scientific and research outputs of the UHK academicians and scientists will be made available and open as much as possible. We will develop and expand internal data repositories for science and research results. The Open Science policy will also be reflected in the Strategy of Research Organization Development – part relating social sustainability in science and research (see point 3) where, among others, the university scientific and research obligations towards the public will be defined.</p>	<p>8, 9</p>	<p>Preparation of the Research Organization Strategy Q3 and Q4 2021</p> <p>Approved and valid Research Organization Strategy: Q1 2022</p>	<p>Vice-Rector for Science and Creative Activities</p>	<ul style="list-style-type: none"> <li>• Year-to-year increase of the volume and number of science and research results shared in the internal data repository</li> <li>• Increasing percentage of Open Science publications out of the overall number of Jimp/Jsc publications; aimed at 70% of Open Access publications out of the overall number of Jimp/Jsc publications in 2025</li> <li>• Implementation of the Strategy of Sustainability and Social Responsibility in Science and Research within the Research Organization Strategy</li> <li>• Increase of the number of participants in popular science events (co-)organized by the UHK</li> </ul>
<p>6. Development in the area of knowledge transfer and intellectual property protection and setting up of competences and staffing</p>	<p>31</p>	<p>Process map: Q3 and Q4 2021</p>	<p>Vice-Rector for Science and Creative Activities</p>	<ul style="list-style-type: none"> <li>• Training of 100 % of university employees participating in the transfer of technologies and intellectual property</li> </ul>

<p>Description of action: We have recently started developing our own agenda of knowledge transfer and protection of intellectual property at the UHK. We plan to do targeted training of persons responsible for the knowledge transfer and setup of functioning communication channels to and from the university. We will further develop regular trainings for employees and doctoral students, aimed at the knowledge transfer and intellectual property.</p>		<p>Training: Q1 - Q4 2022</p>		<ul style="list-style-type: none"> <li>Revised and approved map of processes and agendas relating to the knowledge transfer</li> </ul>
<p><b>Recruitment and Selection</b></p>				
<p>7. Setup of the recruitment and onboarding process and related review of internal documents</p> <p>Description of action: We plan to adjust and set up gradually the recruitment and onboarding processes at the UHK in accordance with the OTM-R policy. We have the Code of Procedure for Selection of Academicians and Managerial Employees and an internal UHK Wages Regulation. Both documents will be updated in accordance with the OTM-R policy.</p>	<p>12, 13, 14, 15, 16,20, 21</p>	<p>Updated Internal Wages Regulation: Q4 2022</p> <p>Updated Code of Procedure for Selection of Employees: Q4 2022</p>	<p>Bursar</p> <p>Vice-Rector for Strategy and Development</p> <p>HR Manager – Quality Manager</p>	<ul style="list-style-type: none"> <li>Functioning and approved recruitment and onboarding process at the UHK – individual steps described below in the individual points of the Action Plan</li> <li>Updated and approved Code of Procedure for Selection of Employees in Czech and English language</li> <li>Updated and approved Wages Regulation in Czech and English language</li> </ul>

<p>8. Creation of an electronic system for recruitment</p> <p>Description of action:  We plan to implement a new SW for administration of competitive hiring procedures in order to make the procedure more efficient, to reduce administrative workload and centralize recruitment. The e-system will provide a comprehensive workflow of the recruitment procedure a will allow generation of analyses of the competitive hiring procedures success rate. It will also connect the competitive hiring procedures to the UHK web portal and other portals and social networks for job advertising. The recruitment system will be made professional by creating templates for calling for competitive hiring procedures. Such templates will have a uniform structure including, e.g., the job description and name, introduction to the job, job requirements, links to forms for personal data processing according to the GDPR policy, links to benefits, contacts of persons responsible. The recruitment system will include an automatic feedback provided to the candidates about the competitive hiring procedure or a</p>	<p>12, 13, 15</p>	<p>SW for competitive hiring procedures: Q4 2022</p> <p>Template for competitive hiring procedures: Q1 2022</p>	<p>Bursar</p> <p>Vice-Rector for Strategy and Development</p> <p>HR Manager – Quality Manager</p>	<ul style="list-style-type: none"> <li>• Implemented functioning e-system for competitive hiring procedures administration</li> <li>• Approved templates for calling for competitive hiring procedures (in a gender-sensitive language motivating candidates of both genders to apply)</li> <li>• 100% of trained personnel who will work with the e-system for recruitment</li> </ul>
---	-------------------	---	---	--

template how to inform candidates after the competitive hiring procedure completion.				
<p>9. Training of Human Resources personnel, personnel participating in competitive hiring procedures as members of hiring committees, and personnel involved in the recruitment and onboarding process</p> <p>Description of action: We will prepare and perform training for all employees involved in the recruitment and onboarding process in accordance with the OTM-R policy.</p>	13, 14, 16	<p>Training preparation: Q1 2022</p> <p>Gradual implementation of training: from Q2 2022</p>	<p>Vice-Rector for Strategy and Development</p> <p>HR Manager – Quality Manager</p>	<ul style="list-style-type: none"> <li>Standardized training in new procedures, standards, concept and methodology of recruitment and onboarding process - for employees involved in the recruitment and onboarding process</li> <li>In the first year, 100% of employees involved in recruitment and onboarding, especially the Human Resources personnel, will be trained.</li> <li>All appointed members of selection committees will be trained especially in how to assess candidates according to their merits and how to proceed during the competitive hiring procedure. The procedures will also form a part of the recruitment and onboarding methodology in accordance with the OTM-R policy.</li> </ul>
<p>10. Update of the web site for advertising jobs at the UHK</p> <p>Description of action: The web site for advertising jobs at the UHK will be updated according to the OTM-R policy. The web site will be relocated to the section for UHK employees or job seekers. The web site will contain a list of competitive hiring procedures divided according to the individual posts, the UHK introduction, Human Resources contacts, links to the UHK benefits, description of the competitive hiring procedure and interesting articles</p>	12, 13, 15, 21, 34	<p>Web preparation: Q4 2021</p> <p>Web launching: Q1 - Q2 2022</p>	<p>Vice-Rector for Strategy and Development</p> <p>HR Manager – Quality Manager</p>	<ul style="list-style-type: none"> <li>Approved and updated web for advertising jobs at the UHK, available both in Czech and English language</li> </ul>

describing work experience of our employees, both from the Czech Republic and abroad.				
<p>11. Open and transparent advertising and competitive hiring procedures for Czech and foreign workers</p> <p>Description of action: The UHK plans to strengthen and standardize the advertising for academics and researchers at foreign web job portals, especially EURAXESS, and to update the web for advertising jobs at the UHK both in Czech and English language. Through transparent, international and open competitive hiring procedures, the UHK will increase the share of foreign workers and decrease the risk of inbreeding.</p>	12, 13, 14, 15, 16, 10, 21	Launch of transformed advertising: Q2 2022	<p>Vice-Rector for Strategy and Development</p> <p>HR Manager – Quality Manager</p>	<ul style="list-style-type: none"> <li>• 100% of competitive hiring procedures for academicians and researchers will be advertised at foreign portals, especially EURAXESS</li> <li>• All academic and researcher posts offered at the UHK will be advertised at the UHK website in Czech and English language</li> <li>• In 2023, the share of foreign employees at the UHK will be 15% at least</li> <li>• 100% of all advertisements will be published in a gender-sensitive language ensuring the recruitment openness</li> </ul>
<p>12. Determination of rules for appointment of members of committees for academicians and researchers hiring</p> <p>Description of action: We plan to update the Code of Procedure for Selection of the above mentioned employees. It will include rules for appointment of members of hiring committees in accordance with the OTM-R policy, especially with regard to equal gender</p>	10, 14, 16, 18	Updated Code of Procedure for Selection of Employees: Q4 2022	<p>Vice-Rector for Strategy and Development</p> <p>HR Manager – Quality Manager</p>	<ul style="list-style-type: none"> <li>• Set and approved rules for appointment of members of hiring committees in accordance with the OTM-R policy</li> <li>• The set rules and procedures will form a part of the updated Code of Procedure for Selection</li> </ul>

representation, age structure and professional competence of committee members.				
<p>13. Formalization of rules for postdoc positions and recruitment</p> <p>Description of action: Crucial attention will be paid to scientifically potent group of employees - postdocs whose post will be standardized and included in the UHK key internal documents and processes. Formalization of posts and professionalization of the recruitment procedure will lead to an increase of interest of especially foreign applicants. We will set up rules for postdoc recruitment, including the definition of inbreeding barriers in accordance with the Research Organization Strategy (chapter Development of Early Stage Researchers).</p>	12, 13, 18, 21, 22, 28, 32, 37, 38, 39, 40	<p>Approved and valid Research Organization Strategy: Q1 2022</p> <p>Implementation of Research Organization Strategy: Q1 – Q4 2022</p> <p>Updated and approved internal documents Q4 2022</p>	<p>Vice-Rector for Science and Creative Activities</p> <p>Bursar</p>	<ul style="list-style-type: none"> <li>• Updated internal documents formalizing the postdoc position</li> <li>• Annually increasing number of postdocs at the UHK</li> </ul>

<p>14. Publication of the OTM-R policy at the UHK web; preparation of a central concept and methodological manual for recruitment and onboarding according to the OTM-R policy</p> <p>Description of action: We will publish the OTM-R policy at the UHK web both in Czech and English language and will create a methodological manual for the recruitment and onboarding process according to the OTM-R policy. It will include all required standards with clear processes for open competitive hiring procedures, calling for competitive hiring procedures according to standardized templates and procedures, procedures for appointment of hiring committees with respect to gender balance, setup of processes for handling of complaints after the competitive hiring procedure completion, and a link to the contact person at the UHK career web.</p>	<p>5, 7, 12, 13, 14, 15, 16,17, 34, 38, 40</p>	<p>OTM-R policy: Q4 2021 to Q1 2022</p> <p>Beginning of preparation of the methodological manual for recruitment and onboarding: Q1-Q2/2022</p> <p>Approved and valid the methodological manual for recruitment and onboarding Q1 2023</p>	<p>Vice-Rector for Strategy and Development</p> <p>HR Manager – Quality Manager</p>	<ul style="list-style-type: none"> <li>• Publicly available OTM-R policy at the UHK career web site</li> <li>• Approved central concept and methodological manual for recruitment and onboarding according to the OTM-R policy standards</li> <li>• Methodological manual for recruitment and onboarding published at the web portal for advertisement of jobs at the UHK and available publicly to employees involved in the given procedure</li> <li>• Appointment of a person responsible to handle complaints of applicants in accordance with the OTM-R policy and publication of contact details at the web for jobs advertising</li> </ul>
--	--	--	---	---

<p>15. Onboarding process setup</p> <p>Description of action: We plan to set up fully and formalize the process of onboarding of new employees and employees transferred to a different post at the UHK in the first phase of their probationary period. Systematized training will also be a part of the process.</p>	<p>5, 12, 25, 28, 37, 38, 40</p>	<p>Onboarding process preparation: Q1 2022 – Q4 2022</p> <p>Approved and valid onboarding process Q1 2023</p>	<p>Vice-Rector for Strategy and Development</p> <p>HR Manager – Quality Manager</p>	<ul style="list-style-type: none"> <li>• Standardized system of statutory trainings for all new employees</li> <li>• Standardized system of scheduled trainings and procedures to acquaint all new employees with the worksite</li> <li>• Links for new employees at the UHK career web</li> <li>• A handbook for all new employees – acquaintance with the UHK, interesting links, information required for commencement of employment, etc.</li> <li>• Availability of all relevant documents and procedures in Czech and English language</li> </ul>
<p>Working conditions</p>				
<p>16. Further development of the employee evaluation system</p> <p>Description of action: Professionalization of employee evaluation will be based mainly on computerization of the development plan linked to some parts of data warehouses of the Managerial Information System (MIS). It will also be based on training of managers in management of motivation and evaluation interviews with their subordinates. The evaluation system will also take account of career breaks due to parenting.</p>	<p>11, 22, 30, 36, 39, 40</p>	<p>Computerization and linking Q4 2022</p>	<p>Vice-Rector for Strategy and Development</p>	<ul style="list-style-type: none"> <li>• Computerization of the procedures of the UHK employees evaluation in order to reduce the process administration and to improve the quality of performance monitoring</li> <li>• Functioning link of the employee card (in MIS) with the personal and career development plan</li> <li>• 100% of managers will be trained in providing high-quality evaluation, feedback and motivation</li> </ul>
<p>17. Creation of a motivation and support system for various types of mobilities</p>	<p>11, 18, 29</p>	<p>Motivation scheme Q4 2022</p>	<p>Vice-Rector for International Affairs, Vice-</p>	<ul style="list-style-type: none"> <li>• Functioning internal motivation scheme to support short – term , long-term and cross-sector mobilities</li> <li>• Published updated Career Code</li> </ul>



<p>Description of action: We plan to systematize the support of mobilities for academicians and researchers who will be motivated to undergo short-term but mainly long-term mobilities in order to gain foreign experience and to extend professional contacts and networks. An update of the Career Code will also be an important part of the process. It will include new types of mobilities (e.g., horizontal, cross-sector, and virtual). The support of employee mobilities will reflect, among others, the individual needs of employees who care for their close relatives and dual careers of employees (work-life balance).</p>		<p>Career Code update Q4 2022</p>	<p>Rector for Strategy and Development</p>	<ul style="list-style-type: none"> <li>• By 2025, long-term mobilities of academicians and researchers will be increased by 20%</li> </ul>
<p>18. Implementation of a managerial information system at the UHK</p> <p>Description of action: MIS will be a principal tool for strategic management, management of economic processes and human resources. MIS will be a key analytic tool for collection and analysis of information about the UHK activities and of groundwork used to evaluate indicators and processes related to economy, human resources management, quality of studies,</p>	<p>11</p>	<p>MIS preparation: Q4 2020 to Q3 2022</p> <p>MIS implementation: Q4 2022 and Q1 2023</p>	<p>Vice-Rector for Strategy and Development Bursar</p>	<ul style="list-style-type: none"> <li>• Functioning managerial information system</li> <li>• 100% managers trained in work with the managerial information system by the end of 2023</li> </ul>

<p>science internationalisation etc. Taking account of software support implementation, optimization of processes and setting-up of quality indicators are the key areas of the process optimization from the point of view of strategic management and evaluation of the UHK quality. All this is a part of several years' project of MIS preparation and implementation.</p>				
<p>19. Institutional setup of gender equality at the UHK</p> <p>Description of action: The gender equality measures will be formalized in the Gender Equality Plan (GEP). After it is drawn, training to increase the employee and student awareness in this area will be performed. The gender equality aspect will be stressed in recruitment in accordance with the OTM-R policy, especially through creation of universal templates for calling for competitive hiring procedures in a gender-sensitive language, formalization of rules for balanced gender representation in hiring committees, and gradual increase of trained members of hiring committees.</p>	<p>2, 10, 27</p>	<p>Audit Q1 – Q2 2022</p> <p>Work group for preparation of gender issue activities Q1 2022</p> <p>GEP Q3 2022</p> <p>Training Q2 – Q3 2022</p>	<p>Vice-Rector for Strategy and Development</p>	<ul style="list-style-type: none"> <li>• Analysis of the percentage of male and female managers, researchers and academicians</li> <li>• Formation of a work group for GEP preparation</li> <li>• Increase of the representation of the underrepresented gender through measures adopted in GEP</li> <li>• Increase of gender issues awareness through trainings and courses</li> <li>• Templates for calling for competitive hiring procedures in a gender-sensitive language in accordance with OTM-R</li> <li>• All members of hiring and evaluation committees trained in gender and cognitive bias</li> <li>• Formalization of conditions for appointment of hiring committee members with regard to both gender representation</li> </ul>

<p>20. Strengthening of the academic staff teaching competences and their taking into account in evaluation</p> <p>Description of action: We will support continuously the development of teaching competences of employees and share good practice in this area. The support will also include a platform for development of academicians' teaching competences, providing professional, methodological and organization support for such activities. Further education in teaching competences and methods will become an integral part of regular evaluation of the UHK employees.</p>	<p>11, 22, 28, 33, 37</p>	<p>Platform Q4 2022</p> <p>Life-long learning web Q4 2021</p>	<p>Vice-Rector for Strategy and Development</p> <p>Vice-Rector for Student Affairs and Cooperation with Practice</p>	<ul style="list-style-type: none"> <li>• Creation of a functioning university platform for development of teaching competences</li> <li>• Launch of a new life-long learning web including an offer of activities aimed at development of teaching competences</li> <li>• Number of activities coordinated by the UHK, aimed at development of academicians' teaching competences</li> <li>• Number of participants in activities coordinated by the UHK, aimed at development of academicians' teaching competences</li> <li>• Inclusion of teaching competences development in the regular evaluation of academicians</li> </ul>
<p>21. Translation of internal UHK regulations and managerial documents</p> <p>Description of action: We will systematically make processes and draw documents at the UHK in two languages to provide all researchers with continuous access to information sources. All relevant existing documents, processes or systems will be translated (unless they</p>	<p>2, 3, 5, 7, 11, 18, 22, 23, 24</p>	<p>Q4 2022</p>	<p>Chancellor</p>	<ul style="list-style-type: none"> <li>• Translation of relevant document into English language and their publishing at the UHK web</li> <li>• Implementation of systemized procedure of automatic translations of new or updated internal regulations and documents</li> </ul>

have already been translated) and all amended or new documents will be translated automatically.				
Training and Development				
<p>22. Support of doctoral students' and junior researchers' development</p> <p>Description of action: Early stage workers (doctoral students, postdocs) are the key group for the development of the scientific and research activity. Their training, academic supervision and protection of their right is, therefore, of key importance to make full use of their professional potential. We will place principal emphasis on the development of researchers at the beginning of their career. The Research Organization Strategy will, therefore, also include the strategy of development of early stage researchers.</p> <p>Organization of a several-day Ph.D. Summit for starting students (especially first-year students) aimed at the ethics of work with professional sources and publishing, career development and teaching competences will be of principal importance. The activity will also include sharing of good practice by</p>	2, 32, 34, 36, 37, 38, 40	<p>Ph.D. summit Q4 of every year</p> <p>System of protection Q4 2022</p> <p>Supervisor standards Q3 2022</p>	Vice-Rector for Science and Creative Activities	<ul style="list-style-type: none"> <li>• Ph.D. Summit for first-(or second-)year students</li> <li>• Percentage of Ph.D. Summit participants out of all enrolled first-year Ph.D. students</li> <li>• Functioning system of doctoral students protection against breach of their rights</li> <li>• Elaborated and approved supervisor standards</li> <li>• Systematized offer of trainings for doctoral students and postdocs in professional development and education</li> <li>• Implementation of a chapter in the Research Organization Strategy (chapter Development of Researchers at the Beginning of Their Career)</li> </ul>

senior doctoral students or graduates who have succeeded in science and internationalization.				
<p>23. Mentoring system development</p> <p>Description of action: A formalized mentoring system (mentee/mentor, one-to-one, peer-to-peer etc.) included in the Research Organization Strategy will be an important development tool, especially for early stage researchers. The mentoring system will be represented adequately by both female and male mentors in accordance with gender equality.</p>	2, 28, 29, 36, 37, 38, 40	<p>Approved and valid Research Organization Strategy: Q1 2022</p> <p>Mentoring system implementation: Q1 2022 – Q4 2022</p>	Vice-Rector for Science and Creative Activities	<ul style="list-style-type: none"> <li>• Elaborated mentoring programme</li> <li>• Centralized staffing of the mentoring programme</li> <li>• Number of mentees</li> <li>• Number of male and female mentors</li> <li>• Increase of the awareness of the mentoring programme through presentation at the Ph.D. Summit (commencing from 2022)</li> </ul>
<p>24. Systemic strengthening of managerial competences of the UHK unit management and professionalization of the institution management</p> <p>Description of action: In order to improve the level of managerial competences, we will educate and prepare systematically the existing managers and potential future leaders (taking account of positive motivation of the underrepresented gender in the management). We will also improve the university management on the</p>	11, 27, 28, 30, 38	<p>Implementation of training for managers: from Q2 2021</p> <p>MIS implementation: Q4 2022 to Q1 2023</p>	Vice-Rector for Strategy and Development	<ul style="list-style-type: none"> <li>• Functioning system of managerial competences training for the management members</li> <li>• Number of managers trained in managerial competences - with the aim to train at least 30% managers in 2022</li> <li>• Creation of a comprehensive education system of potential UHK leaders</li> <li>• MIS implementation in the area of human resources management</li> </ul>

basis of MIS implementation and regular reporting in key areas of the UHK strategic development.				
<p>25. Preparation of schemes of career development support</p> <p>Description of action: We will work out or create newly the frames of support of the researchers' career development within the UHK processes and documents (taking special account of career breaks due to parenting). We will incorporate the support of sabbatical leave to the Internal Wage Regulation.</p>	12, 13, 18, 21, 22,24, 28, 32, 37, 38, 40	Scheme preparation: Q4 2022	Vice-Rector for Strategy and Development	<ul style="list-style-type: none"> <li>• Elaboration of rules for career development support with regard to a career break due to parenting</li> <li>• Elaboration of support of sabbatical leave taking by academicians</li> </ul>

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

#### OTM-R implementation

The UHK is aware of human resources importance. Both the academic and non-academic staff are key for fulfilment of the UHK missions and visions. Care for their development and creation of adequate work environment thus must be one of the UHK top priorities. The UHK objective is to be an open university able to attract continuously talented Czech and foreign academicians and researchers as well as high-quality applicants for non-academic jobs.

Successful fulfilment of the above given aims is conditioned by compliance with and implementation of the OTM-R policy principles at all UHK units. The recruitment and onboarding process must be made professional and routine. The individual steps of changes and setup of the OTM-R policy principles implementation are included in the Action Plan – planned actions 7 to 15.

Amendments of internal documents relating the competitive hiring procedure and employee recruitment are the main key for successful implementation of the university OTM-R policy. The measures to remove identified deficiencies in the OTM-R policy were described in the Action Plan in the following steps that will be monitored and evaluated regularly:

1. Fully setup and approved recruitment process and updated related internal regulations (proposed action 7 of AP); it reacts to deficiencies identified by the UHK in points 2, 9, 17 and 16 of the Checklist. Code of Procedure for Selection of UHK Employees where the individual procedures will be defined and clear rules for appointment of hiring committee members will be set up and approved in accordance with measures supporting gender equality. Updated Internal Wages Regulation.
2. Implemented functioning e-system/software for the competitive hiring procedure management in order to make the competitive hiring procedure more efficient, to reduce the administrative load and unify the procedures (proposed action 8 of AP): The system will allow standardization of the competitive hiring procedure work-flow. It will also define and anchor fixed templates for the competitive hiring procedures, meeting high standards of the competitive hiring procedure (points 12, 20, 21 of the Checklist). The e-system will also ensure the control (points 6, 7, 8, 10 of the Checklist) and monitoring (points 5, 23 of the Checklist) functions. The e-system will offer pre-defined platforms for advertising and will generate automatically advertising on them (point 4 of the Checklist).
3. Approved templates for calling for competitive hiring procedures ensuring comprehensive advertising with the recommended e-toolkit elements, easy preparation of the competitive hiring procedure and uniform UHK presentation (both in Czech and English language) for different jobs (proposed action 8 of AP), reacting to deficiencies identified by the UHK in points 4, 12 of the Checklist.
4. Ensured training of employees involved in recruitment, onboarding and competitive hiring procedures, especially with regard to fair and professional assessment of the competitive hiring procedures participants (proposed action 9 of AP); it reacts to deficiencies identified by the UHK in points 3, 19 of the Checklist.
5. Updated web for advertisement of jobs at the UHK, available both in Czech and English language, with comprehensive information (benefits, handbooks, links, etc.) necessary for

job applicants (proposed action 10 of AP); it reacts to deficiencies identified by the UHK in points 4, 6 of the Checklist.

6. Open and transparent advertising on both Czech and international job portals and competitive hiring procedures for Czech and foreign workers aimed at increase of the percentage of foreign workers and reduction of the inbreeding risk (proposed action 11 of AP); it reacts to deficiencies identified by the UHK in points 4, 6, 7, 8, 13 of the Checklist.
7. Setup rules for appointment of members of committees for academicians and researchers hiring (proposed action 12 of AP); it reacts to deficiencies identified by the UHK in point 16 of the Checklist.
8. Updated internal documents formalizing the postdoc post; this post will be included in internal UHK documents and processes (proposed action 13 of AP); it reacts to deficiencies identified by the UHK in points 6, 7, 8, 9 of the Checklist.
9. Publicly available OTM-R policy on the web (point 14 of AP); it reacts to deficiencies identified by the UHK in point 1 of the Checklist.
10. Approved central concept and methodological manual for recruitment and onboarding (proposed action 14 of AP) available on the UHK web. The employees will be acquainted with the new procedures in a way ensuring the quality of compliance with all processes; it reacts to deficiencies identified by the UHK in points 1, 2, 3, 22 of the Checklist.
11. The onboarding process will be set up together with the newly setup recruitment processes for the first 3 months (in the first phase) in order to ensure the best possible acclimatization of all new employees (proposed action 15 of AP).
12. The setup processes and methodologies will be formalized in accordance with the measures supporting the gender equality (proposed action 19 of AP); it reacts to deficiencies identified by the UHK in points 8, 9, 18 of the Checklist.

All activities will be done in coordination with the HR Project Team (HRPT). A work group has been formed for the review and setup of the recruitment process. It is composed of employees responsible for recruitment activities throughout the UHK and will process the individual steps.

The group's task will be both to review documents and to draw new documents and set up processes in accordance with the OTM-R policy.

Partial implementation steps will be submitted to and consulted with the project guarantor. Final documents, methodologies and processes will be then submitted to SC for approval.

After implementation, HRPT will assess the individual steps of fulfilment and compliance with the OTM-R policy and will submit their assessment to SC.

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

URL: -----

#### **4. IMPLEMENTATION**

General overview of the expected implementation process:



In 2021, the UHK strategic plan for the period from 2021 onwards was approved. It says that HR Award receiving and maintaining is one of the university objectives. The implementation of the Action Plan which contains 25 groups of tasks/actions thus becomes an integral part of the UHK priorities.

The UHK will concentrate on the Action Plan activities implementation in the next two years.

The Steering Committee (SC) is the main managing body in the process of the Action Plan implementation. The whole process of the Action Plan implementation and fulfilment of all its points will reflect the management structure of the UHK which is a public higher education institution, educational and research organization according to the Czech Higher Education Act. The Action Plan will be implemented at the UHK on the central level with necessary cooperation of individual faculties.

SC consists of the university management (Rector, Vice-Rectors, Bursar, Chancellor) and the top representatives of all four faculties (Deans). The SC role is to manage and control the Action Plan implementation and approve its outputs. At meetings held once in a month, SC will define the basic priorities, discuss and approve submitted outputs and HRPT and work group (WG) proposals.

Responsibility for the individual steps fulfilment is borne by SC members in charge of such steps. Their names and deadlines are shown in the Action Plan. Work Groups have been established to prepare outputs. In case of need, partial work groups can be formed. Representatives of the research community are also involved in the Work Groups as involvement of some groups of employees (R1–R4) is required. The Work Group activity will be coordinated by the respective responsible persons named in the Action Plan.

The implementation will be performed in two phases: a preparatory phase (drafting of Work Groups proposals for SC decision) and an application phase (processes setting, process changes establishment). These phases will be followed by an evaluation phase.

The Action Plan implementation will also be participated by HRPT. HRPT and WGs will ensure the implementation of individual activities during the whole period and will also supervise and participate in the preparation of development and participation in educational activities. HRPT will cooperate with expert teams from the Rectorate and other units (law specialists, Human Resources and Payroll Office, Quality Office, and expert teams for science and research, creative activity, internationalisation, promotion and communication).

HRPT will control regularly the staffing for the individual activities and stability of work group composition and will define the risks of changes in work group staffing.

Each activity defined in the Action Plan has its indicators/objectives and a deadline of outputs completion. SC will evaluate the Action Plan fulfilment continuously according to the deadlines. The past 12-month Action Plan fulfilment will also be evaluated.

The respective stakeholders will be informed about the Action Plan outputs in accordance with the pre-set UHK communication procedures. The HR Award web link will publish news of activities regularly.

Financial sources and staffing have been ensured to fulfil the individual activities, especially from the project Development of Capacities for Strategic Management of Research at the University of Hradec Králové (HR Award) (CZ.02.2.69/0.0/0.0/18\_054/0014679).

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

<b>Checklist</b>	<b>Detailed description and duly justification</b>
<p><b>How will the implementation committee and/or steering group regularly oversee progress?</b></p>	<p>The steering committee (SC) will meet regularly once in a month. HRPT will always prepare for SC members, in cooperation with the responsible person defined in the Action Plan, a summary of activities and fulfilment of the process schedule according to the Action Plan. SC will evaluate the individual undertaken steps. HRPT will prepare, in cooperation with the respective WG, documents that should be approved by SC.</p> <p>Vice-rectors are SC members and they are coordinators of the respective WGs as well. By the involvement of the UHK management in the individual Work Groups (according to the area in charge of which they have been appointed), there will be continuous supervision over the Work Groups by the Steering Committee representatives and the Works Groups will be linked functionally.</p>
<p><b>How do you intend to involve the research community, your main stakeholders, in the implementation process?</b></p>	<p>The university and faculty managers who are the Steering Committee members are mostly academicians, i.e. research community members. Work Groups (WG2–WG5) who, among others, ensure the involvement of the research community members in the implementation process, taking also account of the involvement of employees</p>

	<p>in various phases of their career (R1-R4) and reflecting their needs, are one of the actors of the implementation process.</p> <p>The implementation is aimed at the activity of Work Group members (WG2-WG5) and cooperation with HRPT in elaboration of the individual tasks of the Action Plan according to the schedule.</p> <p>Every Work Group is composed in the most efficient way of R1-R4 group representatives in order to share experience and good practice immediately and to get feedback for the given issues.</p> <p>Regular meetings to define the individual tasks are held in the first phase of implementation. Additional members can join the Work Groups, or the Work Groups can be divided into smaller specialized groups, taking account of as broad as possible involvement of R1-R4 group members. The planned meetings will result in recommendations submitted by the Work Groups.</p> <p>The topics concerning doctoral students and junior researchers will be discussed at regular meetings with the representatives of doctoral student groups. One of the aims of such meetings is to provide possibility to share good practice and inter-faculty and interdisciplinary experience.</p> <p>Doctoral students are involved mainly in WG3 in order to provide feedback and reflection for creation of the concept of junior researcher support, mainly at the early stage of their career.</p> <p>In order to set up the strategy of and to develop the internal evaluation of science and research, the International Advisory Commission of the University of Hradec</p>
--	--

Králové (IAC) was established within WG4 as an advisory body composed of external experts from foreign universities.

The IAC focuses on the following main areas:

- evaluation of the quality of doctoral studies, especially with regard to its internationalization, research and development, curricular standards, cotutelle;
- evaluation of the system of involvement of postdoc at UHK - recruitment, involvement in research and development, results and outputs, comparison with abroad;
- setting up a functional system of internal evaluation of the research organization (field specifics of evaluation, comparison with international ones or national standards in the relevant field; systematic inter-institutional and inter-faculty comparisons, which would increase internationalization efforts and their results);
- a system of internal research evaluation with an emphasis on identifying excellent results;
- evaluation of the international dimension – participation in international teams, networks, grants, employment of foreign researchers;
- software tools for conducting evaluations of individual workplaces for the purpose of their comparison.

UHK will continuously work with the outputs from the meetings and move to the correct implementation of processes, actions, etc.

The GAP analysis was processed on the basis of a questionnaire survey which was

	<p>participated by a high number of employees from all four R1–R4 categories. The whole process will be repeated within maximum 3 years. We will get a relevant feedback from the research community and will be then able to evaluate potential shift in the given areas of interest. Alternative surveys in science and research can also be used for other feedback getting.</p>
<p><b>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.</b></p>	<p>HRS4R is a part of the newly approved UHK strategic plan for the period from 2021 onwards and HRS4R-related activities will be included in the annual Strategic Plan implementation plans.</p> <p>As SC is formed by both the university and faculty management, the individual activities are an integral part of the processes at the UHK and are linked adequately with other policies.</p>
<p><b>How will you ensure that the proposed actions are implemented?</b></p>	<p>In the Action Plan, the UHK defines the implementation deadlines, responsible persons and outputs. HRPT will submit to SC regularly, once in a month, a summary of implemented activities evaluating the fulfilment of individual task. If any steps cannot be completed by the given deadline for any reasons, SC will, taking account of the reasons, set a new deadline.</p>
<p><b>How will you monitor progress (timeline)?</b></p>	<p>The Action Plan sets the schedules and deadlines of the individual indicators fulfilment. The fulfilment of indicators according to the schedule will be evaluated continuously by the SC. Work Group coordinators will make a more detailed schedule of activities and the Work Group schedule. The Steering Committee will be informed once in a month of the schedule and continuous evaluation of its fulfilment.</p>

<p><b>How will you measure progress (indicators) in view of the next assessment?</b></p>	<p>Every point of the Action Plan has indicators or groups of indicators with clearly defined schedule and a person in charge of the given point. Compliance with the indicators will be submitted to SC regularly; SC thus will have clear information about the phase of fulfilment and date for completion. Minutes about SC meetings will be drawn and will show a summary of indicators fulfilment.</p> <p>If the indicators are quantifiable, the assessment/measurement will be performed on the basis of determined outputs compared with the baseline. In case of a lower final value, remedial measures will be taken and possible barriers to fulfilment will be predicted. The same will apply to fulfilment of other indicators.</p> <p>In actions related to amendments of documents, internal regulations and processes/procedures, compliance with the actually valid law will also be checked.</p> <p>A new all-university questionnaire survey will be done within maximum three years. It will be used as supportive means to analyse the changes and compare the existing and previous situation.</p>
--	---

Additional remarks/comments about the proposed implementation process:

The UHK considers this project aimed at the HR Award certification obtaining to be one of the key projects in order to stabilize and fulfil for the long-term high standards of the UHK personnel employment. The UHK confirms its obligation towards the employees in its new strategic plan which defines the principal directions of the organization development for the next ten years, especially in the field “UHK as a responsible employer”. The UHK objective is to be an open university able to attract continuously talented Czech and foreign academicians and researchers as well as applicants for non-academic jobs. Responsible procedures of employee evaluation, the benefit system, and especially the continuous

support of further career and personal development of employees form an integral part of the university strategy.

The UHK has chosen several key processes/actions within this HR project. However, this does not mean that the institution does not pay attention to other processes related to the HR policy such as development of cross-sector cooperation and transfer of technologies, strategic setting and development of open access to research information, or development of R&D popularization. Stress is laid on these spheres in the new UHK strategic plan as well and their fulfilment will be monitored carefully and evaluated by external experts.