

TEMPLATE 1 – GAP ANALYSIS - PROCESS

Case number: 2020CZ503512

Name Organisation under review: University of Hradec Králové

Organisation's contact details:

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PROCESS

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. ¹ These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4², as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide the name, the position and the management line/ department of the persons who are directly or indirectly engaged in the HRS4R process in your organisation:

Name	Position	Management line/ Department
Steering Committee (SC):		
prof. Ing. Kamil Kuča, Ph.D.	Rector – R4	Head of the Organisation, UHK Representative
prof. Ing. Ondřej Krejcar, Ph.D.	Vice-Rector for Science and Creative Activities	UHK Representative
doc. Ing. Mgr. Petra Marešová, Ph.D.	Vice-Rector for Student Affairs and Cooperation with Practice	UHK Representative
Mgr. Leona Stašová, Ph.D.	Vice-Rector for International Affairs – R2	UHK Representative
Mgr. et Mgr. Pavlína Springerová, Ph.D.	Vice-Rector for Strategy and Development – R2	UHK Representative, project supervisor
Ing. Aleš Klicnar	Bursar	UHK Rectorate

Mgr. Soňa Došková	Chancellor	UHK Rectorate
prof. RNDr. Josef Hynek, MBA, Ph.D.	Dean – R4	Faculty of Informatics and Management
Mgr. Jan Prouza, Ph.D.	Dean – R2	Philosophical Faculty
doc. PhDr. MgA. František Vaniček, Ph.D.	Dean – R3	Faculty of Education
doc. RNDr. Jan Kříž, Ph.D.	Dean – R3	Faculty of Science
HR project team (HRPT)		
Mgr. et Mgr. Pavlína Springerová, Ph.D.	Vice-Rector for Strategy and Development – R2	UHK Representative, project supervisor
Mgr. Kateřina Vyleťalová	HR Manager – Quality Manager	UHK Rectorate, HR Unit
Ing. Lenka Karalová	Specialist, R&D evaluation	UHK Rectorate
Ing. Kateřina Kříkavová	Specialist, employment of foreigners	UHK Rectorate
Mgr. Martin Zubr	Lawyer, HR and labour law	UHK Rectorate
Working group 1 (WG1):		
	Project management	
Mgr. Lucie Nosková	Project and Financial Manager	UHK Rectorate, HR Unit
Working group 2 (WG2):		
	Setting of the research organization strategic management in accordance with the conditions for the HR Award obtaining	
Mgr. Kateřina Vyleťalová	HR Manager – Quality Manager, group coordinator	UHK Rectorate, HR Unit, WG coordinator
Ing. Petra Holoubková	Head, Human Resources and Payroll Office	UHK Rectorate
Ing. Lenka Karalová	Specialist, R&D evaluation	UHK Rectorate
Ing. Kateřina Kříkavová	Specialist, employment of foreigners	UHK Rectorate
Mgr. Martin Zubr	Lawyer, HR and labour law	UHK Rectorate
prof. Ing. Ondřej Krejcar, Ph.D.	Vice-Rector for Science and Creative Activities – R4	UHK Representative
doc. Ing. Mgr. Petra Marešová, Ph.D.	Vice-Rector for Student Affairs and Cooperation with Practice – R3	UHK Representative
Mgr. Leona Stašová, Ph.D.	Vice-Rector for International Affairs – R2	UHK Representative

Mgr. et Mgr. Pavlína Springerová, Ph.D.	Vice-Rector for Strategy and Development – R2	UHK Representative, project supervisor
Mgr. Pavla Dočekalová, Ph.D.	Quality Manager - R2	UHK Rectorate
prof. RNDr. Josef Hynek, MBA, Ph.D.	Dean – R4	Faculty of Informatics and Management
Mgr. Jan Prouza, Ph.D.	Dean – R2	Philosophical Faculty
doc. PhDr. MgA. František Vaniček, Ph.D.	Dean – R3	Faculty of Education
doc. RNDr. Jan Kříž, Ph.D.	Dean – R3	Faculty of Science
Ing. Romana Albrechtová	Secretary	Faculty of Education
Ing. Monika Kostrová	Secretary	Faculty of Science
Ing. Ivana Svobodová	Secretary	Philosophical Faculty
Ing. Hana Šrámková, Ph.D.	Secretary	Faculty of Informatics and Management
Ing. Aleš Klicnar	Bursar	UHK Rectorate
Working group 3 (WG3):	Strategic setting and development of human resources, gender equality and research organization management	
prof. Ing. Ondřej Krejcar, Ph.D.	Vice-Rector for Science and Creative Activities – R4	UHK Representative, WG coordinator for R&D evaluation
Mgr. et Mgr. Pavlína Springerová, Ph.D.	Vice-Rector for Strategy and Development – R2	UHK Representative, project supervisor, WG coordinator for gender equality and human resources development
Mgr. Kateřina Vylečalová	HR Manager – Quality Manager	UHK Rectorate, HR Unit
Ing. Lenka Karalová	Specialist, R&D evaluation	UHK Rectorate
Mgr. Adéla Šrůtková	Strategic development analyst	UHK Rectorate
Mgr. Martin Zubr	Lawyer, HR and labour law	UHK Rectorate
PhDr. Nella Mlsová, Ph.D.	Vice-Dean for Science, Research and Arts – R2	Faculty of Education
prof. Ing. Hana Mohelská, Ph.D.	Vice-Dean for Science and Research – R4	Faculty of Informatics and Management
JUDr. et Mgr. Filip Rigel, Ph.D.	Vice-Dean for Strategy and Development – R2	Philosophical Faculty
doc. RNDr. PaedDr. Pavel Trojovský, Ph.D.	Vice-Dean for Creative Activity – R3	Faculty of Science

Mgr. Žofia Chrienová	Doctoral degree student – R1	Faculty of Science
Mgr. Vojtěch Šmolík	Doctoral degree student – R1	Philosophical Faculty
Mgr. Kateřina Kubanová	Doctoral degree student – R1	Faculty of Education
Working group 4 (WG4):	Strategic setting and development of internal evaluation of the research organization	
prof. Ing. Ondřej Krejcar, Ph.D.	Vice-Rector for Science and Creative Activities – R4	UHK Representative, WG coordinator
Mgr. et Mgr. Pavlína Springerová, Ph.D.	Vice-Rector for Strategy and Development – R2	UHK Representative, project supervisor
Mgr. Kateřina Vyleťalová	HR Manager – Quality Manager	UHK Rectorate, HR Unit
Ing. Lenka Karalová	Specialist, R&D evaluation	UHK Rectorate
Mgr. Adéla Šrůtková	Strategic development analyst	UHK Rectorate
Mgr. Martin Zubr	Lawyer, HR and labour law	UHK Rectorate
PhDr. Nella Mlsová, Ph.D.	Vice-Dean for Science, Research and Arts – R2	Faculty of Education
prof. Ing. Hana Mohelská, Ph.D.	Vice-Dean for Science and Research – R4	Faculty of Informatics and Management
Mgr. Tomáš Mangel, Ph.D.	Vice-Dean for Science and Research – R2	Philosophical Faculty
doc. RNDr. PaedDr. Pavel Trojovský, Ph.D.	Vice-Dean for Creative Activity – R3	Faculty of Science
Mgr. Inesa Kotásková	Officer in charge of science, research and student affairs	Faculty of Science
Ing. Zuzana Svátková	Officer in charge of Science and Research	Faculty of Informatics and Management
Ing. et Bc. Šárka Vítová	Officer in charge of Science and Arts	Faculty of Education
Mgr. et Mgr. Lenka Špičanová, Ph.D.	Officer in charge of Science and Research	Philosophical Faculty
Working group 5 (WG5):	Strategic setting and development of international R&D cooperation and internalisation of the research organization	
Mgr. Leona Stašová, Ph.D.	Vice-Rector for International Affairs – R2	UHK Representative, WG coordinator

Bc. Lenka Badinská	Head, International Office	UHK Rectorate
Ing. Kateřina Křikavová	Specialist, employment of foreigners	UHK Rectorate
Mgr. Martin Zubr	Lawyer, HR and labour law	UHK Rectorate
prof. PharmDr. Kamil Musílek, Ph.D.	Vice-Dean for International Affairs – R4	Faculty of Science
Mgr. Petra Tlčimuková, Ph.D.	Vice-Dean for International Affairs and External Relations – R2	Philosophical Faculty
doc. RNDr. Petra Poulová, Ph.D.	Vice-dean for Development and International Affairs – R3	Faculty of Informatics and Management
Mgr. Daniela Vrabcová, Ph.D.	Vice-dean for Internationalisation – R2	Faculty of Education
Ing. Veronika Měchurová	Officer in charge of International Affairs	UHK Rectorate
Mgr. Martina Eliášová	Head, International Office	Philosophical Faculty
Mgr. Pavla Holubová	Officer in charge of study affairs and External Relations	Faculty of Science
Ing. Petra Nosková	Coordinator of internationalisation, officer in charge of foreign affairs	Faculty of Education
Bc. Kristýna Havlíčková	Officer, International Office	Faculty of Informatics and Management

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4³, as well as appoint a Committee overseeing the process and a Working Group responsible for the implementation of the HRS4R process.

The term 'Human Resources' is used in the largest possible sense, to include all researchers (Frascati definition: Proposed Standard Practice for Surveys on Research and Experimental Development, Frascati Manual, OECD, 2002) disregarding the profile, career 'level', type of contract etc. etc. For a description of R1-R4, see <https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors>

Provide information on how the above groups were involved in the GAP-analysis:

Stakeholder group	Consultation format	Outcomes
Steering Committee (SC)	Decision-making and approving role	SC approve the UHK strategy on the basis of pre-set objectives; they approve further steps in the implementation, approve other decisions within the

		human resources development, supervise over and approve GAP and the action plan with the implementation schedule. They are the main decision-making body of the project.
HR project team (HRPT)	Coordinate activities according to the schedule, propose and solve partial operational tasks/steps	Coordinate activities within WGs, draw documents for partial tasks solving, prepare and collate HR documents for the HR Award obtaining. Prepare HR analyses, cooperate with the Legal Office in preparation of legal documents, all in accordance with the EU Charter and Code. Review the existing internal documents, internal deeds and decrees related to the human resources management. Prepare and implement the survey and the all-university questionnaire. Organize seminars, workshops and other educational activities within the HR Award project. Prepare documents for GAP and its implementation and prepare documents for the action plan and its implementation in order to improve human resources management.
Working group 1 (WG1)	Manage the project from the point of view of compliance with the schedule and outputs, supervise the project from the financial point of view	Monitor the progress in the implemented activities, achievement of objectives, and compliance with the schedule and outputs of individual activities. Check (from the accounting point of view) the drawing of the individual budget items, check the costs booking, check the cash and current account payments, analyse the cash-flow, and prepare potential changes of the budget and project. Evaluate at regular meetings the fulfilment of the project plans, fulfilment of the monitored indicators, compliance with the schedule, and revision of the plan of activities for the next month; check the process of preparation and publication of the individual selection procedures, analyse the risks and take appropriate measures.
Working group 2 (WG2)	Analyse the situation, provide feedback, convene meetings, arrange workshops, discussions and	Analyse the state of the processes according to the individual points of the EU Chart and Code at the UHK, analyse the internal documents related to the human resources management, propose corrective measures, and prepare documents for the GAP analysis. Arrange meetings to prepare strategic proposals and/or changes. Participate in the implementation of the all-university questionnaire survey (involving all employee groups, i.e.

	personal consultations	R1-R4) at the UHK in order to improve the processes mapping and feedback getting. Find the state of processes in order to decide further steps. Prepare GAP analysis outputs for the action plan and its implementation, determine the objectives according to the priorities decided by SC, and prepare documents for SC meetings. Implement and prepare educational activities and workshops.
Working group 3 (WG3)	Work with WG2 outputs, provide feedback, and work on the update of internal documents and new concept	Analyse WG2 outputs, revise and update the UHK Code of Ethics in accordance with the EU Charter and Code, prepare documents for the system of gender aspect support - analyse the gender equality barriers, prepare documents and outputs for the implementation of the professional development support and the concept of young researchers support; out of the WG2 outputs, work on the sustainable development strategy.
Working group 4 (WG4)	Analyses and settings, implementation, appointment of an external advisory body, feedback	Prepare documents to set the strategy and methodology of R&D evaluation, propose and prepare the formation of an external international advisory body (IAB), arrange the first IAB meeting, and provide advisory support to WG2 and WG3 in the field of R&D.
Working group 5 (WG5)	Analyses, consultations, feedback, implementation and setting	Analyse the actual and previous situation at the UHK in the field of R&D international cooperation development strategy and UHK internationalisation, prepare outputs from the previous audits, prepare the UHK 21+ Internationalisation Strategy.

Please describe how was appointed the Steering Committee overseeing the process:

The UHK is a young and dynamic university, which allows effective modernisation of processes and strategic management. The UHK is divided into the following units: Rectorate, faculties, special-purpose institutes, and other UHK workplaces. Due to this fact, SC is composed of representatives of the individual UHK units top management (Rector, Vice-Rectors, Deans, Bursar, and Chancellor). SC members form the Rector's Board the establishment and role of which is determined by the UHK Internal Governance Rules. The Rector's Board discuss all principal aspects of the UHK development. The Board meet once in a month.

The SC objective is to implement the human resources strategy to improve conditions of researchers in accordance with the EU Charter and Code. SC discuss and approve, among others, the strategic processes and steps in order to set (and fulfil) effectively the strategic objectives within HRS4R, in accordance with the UHK Strategic Plan which reflects, since 2021, the HRS4R measures. SC is also the main body for the final approval with regard to the involvement and preparation of partial outputs drawn by the work groups who prepare and analyse the individual steps and documents.

Each SC member in charge of a specific task is responsible for the individual matters within his/her agenda (international relations, creative activity, strategy and development, and education). The Deans play an essential role in the reflection of the individual units state and in the transfer of information.

Please describe how was appointed the Working Group responsible for the implementation of the HRS4R process:

Four all-university work groups for the partial spheres have been set up in order to manage the HRS4R process effectively, define it and map. WG composition reflects the activities and objectives of the project of human resources strategy implementation; its members are R1–R4 professional team members (taking account of their specialization and role) headed by the main coordinator. WG has the following roles: Setting of the research organization strategic management in accordance with the HR Excellence in Research award conditions, strategic setting and development of human resources in the field of gender equality and research organization management, strategic setting and development of the research organization internal evaluation, and strategic setting and development of R&D international cooperation and internationalisation of the research organization. The objective is to map and analyse processes in the above named fields, all in accordance with the EU Charter and Code standards, to compare them with the existing state of the UHK units, to describe the actual reserves, propose solutions, update the internal documents and internal decrees, etc.

WG1 manage the project from the financial point of view, schedule supervision or work activity reporting.

HRPT and WG1 supervise the coordination of all groups, collate outputs of partial activities, coordinate and plan partial meetings according to the individual spheres, and supervise compliance with all essentials within the initiation phase.

Group members have been appointed by the UHK units according to their work positions and knowledge of the respective agendas. Appointment throughout the UHK units will contribute to the increase of the overall project awareness. The appointment of the members is gender-balanced.