Action Plan

Case number: 2018CZ348775
Name Organisation under review: Univerzita Karlova (Charles University)
Organisation's contact details: Ovocny trh 560/5, Praha 4, 116 36
Submission date: 01/02/2019

1. Organisational Information

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	4724
Of whom are international (i.e. foreign nationality) *	450
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	45
Of whom are women *	1863
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	1120
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	1866
Of whom are stage R1 = in most organisations corresponding with doctoral level *	1738
Total number of students (if relevant) *	48623
Total number of staff (including management, administrative, teaching and research staff) *	8162

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	123973350
Annual organisational direct government funding (designated for research)	57250
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	58106000
Annual funding from private, non-government sources, designated for research	77500

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

Charles University was founded in 1348, making it one of the oldest universities in the world. Yet it is also renowned as a modern, dynamic, cosmopolitan and prestigious institution of higher education. It is the largest Czech university, and it is also the best-rated, according to international rankings. There are currently seventeen faculties (fourteen in Prague, two in Hradec Králové and one in Plzeň), three higher education institutes, six other institutes (e. g. the technology transfer office and the library), four special-purpose facilities serving the whole University, and the Rectorate, which is the executive management body for the whole University.

2. Strengths and weaknesses of the current practice

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

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

Ethical and professional aspects* ⌃

Strengths and Weaknesses (max. 800 words)

Strengths:

Code of Ethics which reflects all C&C conditions, though will be further improved

Research freedom is fully respected and on top of that is a part of the code of Ethics

Equal opportunities are fully respected

Weaknesses:

Missing evaluation of employees

Evaluation of research in pilot phase

Targeted communication via website is missing

The principles in this category are all to a greater or lesser extent implemented. The majority of the principles are addressed in Czech legislation (in particular the Higher Education Act, and in some cases in the Charter of Fundamental Rights and Freedoms or the Labour Code, the Personal Data Protection Act and the Antidiscrimination Act), as well as in the CU Constitution, the CU Code of Ethics and CU strategy documents. Violations of the Code of Ethics are adjudicated by the CU Ethics Commission. One problem is that scholars and researchers lack information about these rules, in spite of their being made generally available. For that reason, the University provides numerous training courses and workshops aimed at increasing awareness, and it is planning to continue doing so in the future. One of the steps toward better awareness will be expanding the number of documents available in English.

Commercialisation of the results of research is the concern of a separate part of the University, the Centre for Knowledge and Technology Transfer, and a rector's advisory body, the Board for Commercialisation. Recently, a subsidiary entity of the University, Charles University Innovations Prague (CUIP) was formed with the same purpose. The popularisation of science takes place at the initiative of individual scholars, with the help of projects like the Science Slam and the Junior University.

It will also be one of the goals of the new '4EU' Alliance. A targeted marketing and communication strategy will be prepared in 2019 and the University intends to integrate it into its strategic goals for the future.

One problem is the system for evaluation of employees. According to the Law on Employment, authority over employment relations is in the hands of the deans of the faculties, which are very diverse. No unified and comprehensive system of evaluation that would include all elements of a scholar's work exists. In the action plan, however, we intend to create a general framework in which the faculties will operate. Research is evaluated on a bibliographic basis, and more emphasis is placed on that than on teaching, which is evaluated using regular surveys of the student body. The first pilot program for evaluating research at the CU is now underway. A new system will gradually be implemented, the first results of which will be known in November 2020.

Actions needed partly. Actions in Action Plan nr. 3, 4, 16, 19, 22, 23.

Recruitment and selection* ⌄

Strengths and Weaknesses (max. 800 words)

Strengths: Faculties are able to tailor recruitment according the needs of each faculty
Weaknesses: Job offers are not regularly placed on Euraxess The Competitive Hiring Process Code does not reflect fully all the request of C&C (e.g. no direct rule on gender balance in selection committees) There is no formal definition of post-docs at CU

The hiring process for academic workers is regulated by the Competitive Hiring Process Code of the CU. This code applies to academic workers, and only exceptionally to researchers and other employees. The Code sets forth minimum standards for the faculties and other parts of the University, but leaves them the freedom and opportunity to tailor the hiring process to their own needs and specifications. The Code does not assign responsibility for publishing advertisements (including those using electronic tools with international reach), the content of ads, the establishment of hiring committees with diverse membership (they usually are established on the basis of professional competence), criteria for choosing among applicants, or mechanisms for handling complaints. However, the action plan does provide for their implementation. For the time being, internal regulations do not permit hiring process remotely by electronic means.

Action needed: Actions in Action Plan nr. 14, 15, 17.

Working conditions* ⌄

Strengths and Weaknesses (max. 800 words)

Strengths:

Level of gender equality

Working conditions and research environment are good in general

TTO works very well towards researchers

Many possibilities for foreign mobility of researchers

Weaknesses:

Low salaries and bursaries of PhDs.

Lack of guidance through career development

Working conditions and research environment: lack of physical capacities/premises

All responsibility for employment matters is vested in the faculties. It can generally be said that the Czech higher education system suffers from long-term under-financing, which has had a negative effect on employees' salaries (which are established by the CU's Internal Salary Regulation) and on stipends for doctoral candidates (which are set by the CU Scholarship and Bursary Rules and Scholarship regulations on faculty level), as well as the environment for research generally. This results in a lack of physical facilities as well as insufficient funding for some projects.

There are no problems in terms of the participation of scholars in decision-making, gender discrimination or foreign mobility. The Higher Education Act gives many competences to the autonomous academic bodies of the University. Scholars, students and sometimes doctoral candidates are represented on them. The University has no separate strategy related to gender balance because we believe the principle of non-discrimination is well-implemented. However new Code of Ethics and Competitive Hiring Process Code will refer to the gender issues, sexual harassment and equal opportunities. The CU is dedicated to solving any gender issues which might arise, however steps for

first years of HR Award implementation based on the survey we made shows, that there are other issues we have to address first. Charles University also striving for stronger family policy by building kindergartens and children's group across the university.

See the images in Action plan, page 5.

Foreign mobility is funded from many sources (mainly Erasmus+ and internal sources such as strategic partnerships, inter-university and inter-faculty agreements, the mobility fund and the Grant Agency of the CU). However, the University has not succeeded in attracting enough scholars from abroad. Financing from the PRIMUS program, which assists researchers in obtaining seed money to start their own research groups at the CU is expected to help in that respect.

The systems for protection of intellectual property rights and for career development of employees are well-established at the University. Information is available to employees and the University provides a number of training courses. Nevertheless, those courses are not fully attended in many cases because employees do not have much motivation to participate and sometimes are not well-informed about them.

Teaching is a part of the work requirements of every academic worker and evaluations by students are part of their overall evaluation. The CU offers courses for improving teaching skills at the Centre for Lifelong Learning (in particular at its Centre for Development of Teaching Skills) and at the Information and Advisory Services. In some cases, not enough emphasis is placed on the quality of teaching. In the future teaching should be evaluated in the course of the accreditation process and also in the personal evaluation of every employee.

Complaints are primarily resolved by employees' supervisors. Beyond that there is the CU Ethics Commission, and many faculties have their own ethics commissions. For doctoral candidates, the key body is the disciplinary committee, which makes decisions on the basis of the Disciplinary Code of the CU and the disciplinary codes of the faculties. There is no special 'defender of rights' or 'ombudsman' at the CU because those roles are filled by other university bodies.

Actions needed. Actions in Action Plan nr. 4, 6, 7, 9, 10, 11, 13, 16, 18, 20, 21.

Training and development* ⌄

Strengths and Weaknesses (max. 800 words)

| **Strengths:** |
| Broad opportunities via Life Long Learning programmes |
| Variety of trainings offered |
| **Weaknesses:** |
| Evaluation of performance is missing at most of the faculties |
| Low information level of researchers about all the training activities which are offered |
| Supervision of PhD's |

Implementation of these principles often varies across the faculties. Implementation also differs according to individual fields of research, in that there are differences between social science research and laboratory work. Doctoral candidates are individually supervised by tutors and once a year receive a review by the council for their field of research and the doctoral candidates' seminar, which they must attend. Programs for support of the sciences at the CU support cooperation among researchers, for example, the UNCE program, which is mainly aimed at supporting promising young scholars and research workers in the most highly qualified research groups.

To improve project management, courses in management know-how and other soft skills are offered. Attendance at them is voluntary and seats in them are frequently empty. It is also a problem that workers focus on their scientific activities, and do not sufficiently devote themselves to development of their workplaces and their younger colleagues. They are reluctant to involve themselves in management because of the burden of the administrative tasks required. In the future, it will be necessary to motivate employees more effectively to pursue personal development and participation in training.

Action needed: Actions in Action Plan nr. 1, 2, 5, 8, 12.

3. Actions

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

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

https://www.cuni.cz/UKEN-852.html

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

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

Proposed ACTIONS

Proposed ACTIONS

Action 1

Improvement in the application for grants At least twice a year Charles University (CU) will arrange training courses with foreign guest teachers, successful applicants and evaluators experienced in issuance of European grants. Target group are primarily researchers (R1-R4) and grant experts at faculties.	

GAP Principle(s)

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

(-/+) 28. Career development

(+/-) 38. Continuing Professional Development

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

Q1 2019

Responsible Unit	Indicator(s) / Target(s)
RSO	Indicator: training courses Target: higher successful rate in H2020 and other grant schemes

Proposed ACTIONS

Action 2

Soft Skills Academy for doctoral candidates CU will organize training in soft skills for PhD candidates (R1) with the participation of subject matter experts. R1 will be exposed to training in the international environment with participation of PhD candidates and subject matter experts from abroad. These trainings should contribute to their further career development.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 22. Recognition of the profession	
(-/+) 28. Career development	Q1 2019
(-/+) 30. Access to career advice	

Responsible Unit	Indicator(s) / Target(s)
Student Affairs Office (with cooperation of RSO)	Indicator: training courses on soft skills Target: better skills of PhD students and improvement of their position on labour market

Proposed ACTIONS

Action 3

A new regime for dealing with the results of scientific work Rector's Measure no. 33/2015 on management of results of scientific work will be amended, so that it corresponds to the requirements of the latest legislation and the needs of the Charles University (CU). The measure will also take into account the existence of subsidiary entity of the University.

GAP Principle(s)

(+/-) 7. Good practice in research

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

(+/-) 31. Intellectual Property Rights

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

Q2 2019

Responsible Unit	Indicator(s) / Target(s)
Centre for Knowledge and Technology Transfer	Indicator: Revision of Rector's Measure no. 33/2015. Target: revenue from successful commercialization of intellectual property

Proposed ACTIONS

Action 4

Revision of the Code of Ethics so that it conforms to the Charter and the Code A new Code of Ethics approved by the CU Academic Senate, will put emphasis on all the principles of the Charter and Code that are currently not addressed. New procedural rules for dealing with violation of the Code of Ethics will be passed.

GAP Principle(s)

(++) 1. Research freedom

(+/-) 2. Ethical principles

(+/-) 34. Complains/ appeals

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

Q2 2019

Responsible Unit	Indicator(s) / Target(s)
Deputy of Ethical Committee with regular consultation with working group	Indicator: new code of Ethics Targets: gender issues, sexual harassment issues, plagiarism, equal opportunities to be addressed.

Proposed ACTIONS

Action 5

School for Doctoral Candidates CU will organize together with its international strategic partners an intensive several-week course for very promising doctoral candidates, focused on a specific discipline including a series of lectures by top scientists, experimental work in the laboratory and the like(depending on the faculty). Professional skills of R1 will be increased, thanks to networking they will have an opportunity to be influenced by top scientist all over the world; thanks to university strategic partnerships they will have an opportunity to get an internship in partner's university/lab.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 22. Recognition of the profession	Q3 2019
(-/+) 28. Career development	

Responsible Unit	Indicator(s) / Target(s)
Student Affairs Office (necessary cooperation with RSO, responsible faculty) with continuous consultations with responsible vice-rectors	Indicator: intensive doctoral school (length depends on each discipline) Target: increase of professional skills of R1

Action 6

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

Proposed ACTIONS

Action 6

Better information for University employees We will create web pages in Czech and English to operate as a guidebook for employees, with links to regulations, including those for occupational health and safety, strategic documents, seminars and courses in the Information and Advisory Services, Ethics Commission, Centre for Lifelong Learning. Materials will include all manuals, methods, and other documents related to the subject matter on the University's web pages (in cases where there is no issue of exposing our know-how), for example, advice on grants, academic integrity, commercialisation, open access, data protection, etc.

GAP Principle(s)

(+/-) 5. Contractual and legal obligations

(+/-) 7. Good practice in research

(-/+) 23. Research environment

(+/-) 38. Continuing Professional Development

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

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

Q3 2019

Responsible Unit	Indicator(s) / Target(s)
HR dpt. (with necessary continuous counselling of the working group, including researchers to know what are the most desirable information and services)	Indicator: web pages and guidebook Target: all employees (with different needs) will have all the information easily accessible and could provide manuals to all of their employees.

Proposed ACTIONS

Action 7

Better communication and provision of information in English We will translate key Rector's Measures, including the organisational regulations for the Rector's Office and the most important strategic documents. Translation of documents affecting foreign scholars and researchers at the CU will be provided as well. Selected departments will offer fully translated English versions of their web pages (Research Support Office and the International Relations Office. Programs aimed at attracting foreign researchers will have all their documentation primarily in English. Language courses for administrative staff will be provided massively according to the needs of their daily tasks. CU will unify and publish an official dictionary of often-used names and terms.

GAP Principle(s)

(+/-) 5. Contractual and legal obligations

(++) 10. Non discrimination

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

Q3 2019

Responsible Unit	Indicator(s) / Target(s)
HR dpt. (necessary cooperation of Advisory and Counselling Services and working group)	Indicator: Translation of key Rector's Measures Indicator: Full translation of the Study Information System (SIS), the Personal Bibliographic Database, the WhoIs personnel system and forms. Target: all foreign employees will have same access to all the information as Czech ones.

Proposed ACTIONS

Action 8

Courses in teaching methods for doctoral candidates Each semester a training course in teaching methods will be provided for doctoral candidates.

GAP Principle(s)

(+/-) 22. Recognition of the profession

(-/+) 28. Career development

(-/+) 33. Teaching

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

Q4 2019

Responsible Unit	Indicator(s) / Target(s)
Student Affairs Office (with necessary cooperation with Centre for Lifelong Learning)	Indicator: Training courses Target: better pedagogical skills of R1

Proposed ACTIONS

Action 9

Internationalisation of the administrative apparatus CU will increase the number of administrative employees accepted from abroad for short-term placements at the CU and will send employees from CU on short-term placements abroad.

GAP Principle(s)

(++) 10. Non discrimination

(+/-) 29. Value of mobility

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

Q4 2019

Responsible Unit	Indicator(s) / Target(s)
International Relations Office (IRO) (with necessary cooperation of RSO)	Indicator: Increase the number of administrative employees accepted from abroad and sent abroad Target: mutual exchange of best practice with strategic partner universities Target: As a result of this action better services will be provided to the researchers.

Action 10

Improvement of administrative services for new employees from abroad. Methodology and training for human resources employees in connection with hiring of foreign employees will be developed. We will also work on assurance of language competences of employees working who provide hiring and services for foreign employees (see above language courses).

GAP Principle(s)

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

Proposed ACTIONS

	GAP Principle(s)	Timing (at least by year's quarter/semester)
	(+/-) 5. Contractual and legal obligations	
	(-/+) 23. Research environment	
	(+/-) 24. Working conditions	
		Q4 2019
	(-/+) 26. Funding and salaries	
	(+/-) 29. Value of mobility	

	Responsible Unit	Indicator(s) / Target(s)
	HR dpt. (with necessary cooperation of Economic Department and IRO)	Indicator: training for human resources employees in order to improve services to new employees from abroad. Target: better services to employees

Proposed ACTIONS

Action 11

Improvement of the HR administration via the personnel and compensation ICT system Current systems (WhoIs and the salary system Elanor Global Java Edition – EGJE) will be analysed, their functionality and effectiveness for the purposes of the CU. On the basis of the analysis, measures for improving the efficiency of use of those systems will be taken.

GAP Principle(s)

(-/+) 11. Evaluation/ appraisal systems

(-/+) 23. Research environment

(-/+) 26. Funding and salaries

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

Q4 2019

Responsible Unit	Indicator(s) / Target(s)
IT department (with necessary cooperation of HR dpt.)	Indicator: Analysis of current system. Target: better services to employees and decrease of administrative burden

Proposed ACTIONS

Action 12

Strategy for doctoral studies We will create a strategy for doctoral studies at the CU based on identification of strengths and weaknesses in the usual course of practice and discussion in the Coordination Committees of Doctoral Studies.

GAP Principle(s)

(+/-) 22. Recognition of the profession

(-/+) 36. Relation with supervisors

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

Q1 2020

Responsible Unit	Indicator(s) / Target(s)
Student Affairs Office (cooperation with Centre for doctoral studies)	Indicator: Strategy Target: Spreading knowledge of best practices, sharing of experiences.

Action 13

Informing new employees We will issue a guidebook for new employees (academic, research and administrative) and, based on feedback, we will establish a system of training for new employees (with a general part for all employees and modules for employees of particular workplaces). New employees will be trained and will have all the necessary information easily accessible at one place (guidebook, webpages).

GAP Principle(s)

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

Proposed ACTIONS

	GAP Principle(s)	Timing (at least by year's quarter/semester)
	(+/-) 5. Contractual and legal obligations	
	(+/-) 7. Good practice in research	
	(+/-) 38. Continuing Professional Development	Q1 2020
	(+/-) 39. Access to research training and continuous development	

Responsible Unit	Indicator(s) / Target(s)
Information and Advisory Services (coordination with working group and individual departments)	Indicator: Published guidebook Target: Better access to all necessary information.

Action 14

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

Proposed ACTIONS

Action 14

		Timing (at least by year's quarter/semester)
Revision of the Competitive Hiring Process Code Code will be revised with respect to our effort to promote internationalisation (we want to learn best practice from our strategic partners), modernisation and transparency. We will train human resources employees in the new regulations (note: specific cases from the faculties for resolution will be needed, therefore cooperation with working group is necessary). A new Competitive Hiring Process Code compatible with Open, Transparent and Merit-based Recruitment (OTMR).	**GAP Principle(s)** (+/-) 12. Recruitment (-/+) 13. Recruitment (Code) (-/+) 14. Selection (Code) (+/-) 15. Transparency (Code) (+/-) 16. Judging merit (Code) (+/-) 17. Variations in the chronological order of CVs (Code) (+/-) 18. Recognition of mobility experience (Code) (+/-) 19. Recognition of qualifications (Code) (+/-) 20. Seniority (Code) (++) 27. Gender balance	Q2 2020

Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

	Responsible Unit	Indicator(s) / Target(s)
	HR dpt. (coordination and consultation together with the working group)	Indicator: new Competitive Hiring Process Code followed by corresponding training Target: Hiring process is comparable to best European universities.

Action 15

Resolution of the situation for post-doctoral employees. Following up the revision of Competitive Hiring Process Code we will also establish principles and regulations for hiring of post-doctoral employees, setting of the parameters of post-doctoral positions (duration, publications, project and teaching responsibilities).

GAP Principle(s)	Timing (at least by year's quarter/semester)
(--) 21. Postdoctoral appointments (Code)	Q2 2020

Responsible Unit	Indicator(s) / Target(s)
RSO (in necessary cooperation with the HR dpt.)	Indicator: Definition of post-doctoral position and principles for hiring post-doctoral employees. Target: System of research position is comparable to R1-R4 division.

Proposed ACTIONS

Action 16

Framework of principles for career development Framework of principles for career development for all academic and research workers at the CU and support for preparing of similar documents for individual faculties that express interest will be delivered. Researchers will have a better guidance through their career, therefore the CU will be more successful in attracting interesting team members from abroad as well as receiving international prestigious grants.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 11. Evaluation/ appraisal systems	Q2 2020

Responsible Unit	Indicator(s) / Target(s)
Rector's Office (in necessary cooperation with HR dpt. and RSO)	Indicator: framework of principles for career development Target: better guidance for researchers through their career

Action 17

Use of modern, international tools for recruitment We will use modern tools and tools with international reach for recruitment of workers on the basis of the new Competitive Hiring Process Code (see above), especially for senior workers with obligation of using EURAXESS, jobs.cz and other portals.

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

Proposed ACTIONS

	GAP Principle(s)	Timing (at least by year's quarter/semester)
	(+/-) 12. Recruitment	
	(-/+) 13. Recruitment (Code)	
	(-/+) 14. Selection (Code)	
	(+/-) 15. Transparency (Code)	
	(+/-) 16. Judging merit (Code)	Q3 2020
	(+/-) 17. Variations in the chronological order of CVs (Code)	
	(+/-) 18. Recognition of mobility experience (Code)	
	(+/-) 19. Recognition of qualifications (Code)	
	(+/-) 20. Seniority (Code)	

Responsible Unit	Indicator(s) / Target(s)
HR dpt.	Indicator: Training of human resources employees in the use of the tools. Target: Use of modern tools for recruitment.

Proposed ACTIONS

Action 18

A system for evaluation of employees We will propose a new system of regular evaluation of all academic, research and administrative employees that will include teaching, creative and administrative activities, popularisation of science, involvement in the third role of the University, and, in the case of senior employees, mentoring of doctoral candidates and younger employees, including advising of supervised employees. We already set up a frame for pilot program of evaluation in some parts of the CU.

GAP Principle(s)

(+/-) 9. Public engagement

(-/+) 11. Evaluation/ appraisal systems

(-/+) 33. Teaching

(-/+) 37. Supervision and managerial duties

(+/-) 38. Continuing Professional Development

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

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

Q4 2020

Responsible Unit	Indicator(s) / Target(s)
Rector's office (with necessary cooperation with HR dpt.)	Indicator: Draft of a new system of evaluation and undergoing a pilot at some of the faculties. Target: higher quality of staff employed at CU

Proposed ACTIONS

Action 19

Improvement in the handling of sensitive (personal) data in both research and administration We will fully implement the General Data Protection Regulation and related national legislation. Amendment of Rector's Measure and consequential methodology based on national legislation (which has not yet been passed) will be created.

GAP Principle(s)

(+/-) 7. Good practice in research

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

Q4 2020

Responsible Unit	Indicator(s) / Target(s)
Data Protection Officer (DPO)	Indicator: full implementation of GDPR. Target: GDPR compliance will be achieved in all key spheres. The primary target is to keep the rules in the handling of sensitive and personal data by all administrative staff and researchers.

Proposed ACTIONS

Action 20

Data management We will create a data management plan for dealing with data in connection with research. We will analyse the current state of handling research data and the possibility of establishing a unified system of data management for the entire CU.

GAP Principle(s)

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

(+/-) 7. Good practice in research

Q4 2020

Responsible Unit	Indicator(s) / Target(s)
RSO (with necessary know how of DPO and cooperation with IT department)	Indicator: Development of data management plan Target: all data are safe, and all researchers have velar information and know how to handle the research data

Proposed ACTIONS

Action 21

System for grant advising Grant advisors at the CU and in the faculties will undergo training and a University-wide system of grant advising will be established, so that the systems at faculties level complement the University-wide system. The final shape of the system will be approved by the management of the CU.

GAP Principle(s)

(-/+) 23. Research environment

(-/+) 28. Career development

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

Q1 2021

Responsible Unit	Indicator(s) / Target(s)
RSO (coordination of training with grant offices of faculties)	Indicator: Trainings Target: Grant advisors at all faculties are capable to provide qualified help to researchers compared to foreign universities Target: As a result of that success rate will be increased in international grant schemes and researchers will have a better access to counseling services.

Proposed ACTIONS

Action 22

Improvement of the popularisation and medialisation of the creative activities of the CU We will create a communication and marketing strategies aimed at the popularisation of science – with improvements in the use of social networks, the CU web pages and other opportunities for presentation of the creative activities of CU employees. More active cooperation with the media, aimed both at the general public and potential students. Indicator: CU students in the secondary schools. On top of that other activities will be supported: Science Slam, the Junior University (JCU), including e-JCU and i-JCU. CU will also act as an ambassador of European values, environmental values and populariser of science.

GAP Principle(s)

(+/-) 5. Contractual and legal obligations

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

(+/-) 9. Public engagement

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

Q2 2021

Responsible Unit	Indicator(s) / Target(s)
PR dpt. (coordination with vice-rector for PR)/ Lifelong Learning Centre and RSO (depending on the activities)	Indicator: Creation of communication and marketing strategies. Target: Popularisation of science at the CU via the '4EU' Alliance, its web pages, and other tools. Target: As a result of that CU is more visible among the international academic community and within international university networks, therefore is able to attract the best students all around the world.

Proposed ACTIONS

Action 23

A new system for evaluating research activities A strategy for a new system of internal evaluation of research activities at the CU will be delivered, including a technical manual (by the beginning of 2019). The process will be followed up by gathering data and performing the first evaluations (end of 2019) and on-site visits by foreign evaluators (end 2020). The last output will be a final report on the evaluation process. (summer 2021).

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 8. Dissemination, exploitation of results	
	Q2 2021
(-/+) 11. Evaluation/ appraisal systems	
(-/+) 23. Research environment	

Responsible Unit	Indicator(s) / Target(s)
RSO	Indicator: new system of research evaluation Target: Clear evidence on research outputs which will create just distribution of money among the faculties

Unselected principles:

(++) 3. Professional responsibility   (++) 4. Professional attitude   (++) 6. Accountability   (++) 25. Stability and permanence of employment

(++) 32. Co-authorship   (++) 35. Participation in decision-making bodies   (+/-) 40. Supervision

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

The CU's goal is to create a new Competitive Hiring Process Code reflecting the principles of Open, Transparent and Merit-based Recruitment (OTM-R), to communicate it to the faculties and institutes and to train the employees who will participate in the hiring process under the new regulations. At the same time, academic and research workers who do not take part in the standard hiring process should be trained (at least by distance learning) in the basics of interviewing potential employees, because they can be members of hiring committees. The title of this action in the Action Plan is 'Revision of the Competitive Hiring Process Code in Order to Internationalise and Modernise It and Increase Transparency'. The relevant guiding principles in the OTM-R checklist are no's. 1, 16, and 17.

The Competitive Hiring Process Code does not establish any requirement for diversity on hiring committees. Members of committees are not required to attend training in recruitment. Hiring committees are set up on the basis of professional skills and their members are selected by the deans of the faculties. Gender balance on the committees is not required by the internal regulations. There must be at least three members on the committees but there is no requirement that one of the members come from outside the University. External professional opinions are not normally sought.

The new Competitive Hiring Process Code should establish a framework of rules and principles for staffing the committees that reflects the basics of OTM-R policy. Hiring of applicants now is done by each faculty or part of the University individually. All applications receive consideration, experts in the given field make their selections and those candidates who best meet the required qualifications are chosen for an interview. Applicants are informed in their invitations to their interviews about how the hiring process will proceed and how they will be informed of its result. The Competitive Hiring Process Code does not specify or prioritise the criteria for selecting candidates. The criteria for selection to fill a position differ depending on the work requirements, the seniority of the position, whether managerial, teaching or organisational activities are required, and so on. Evaluation of applications and the weight given to various criteria depend on the individual hiring committee and are derived from the needs of the workplace. The Competitive Hiring Process Code does not specify any particular consideration for seniority (time in service). Mobility (especially foreign mobility) is always considered a valuable contribution to the professional development of a research worker and is taken into account. The title of this action in the Action Plan is 'Revision of the Competitive Hiring Process Code – aimed at internationalisation, modernisation and transparency'. The relevant principles in the OTMR checklist are no's. 6, 9, 10, 21, and 22.

The CU's goal is not only to facilitate participation in the hiring process for local applicants, but also for foreign research workers. The University wants to create tools by which applicants can become familiar with employment opportunities, learn about research at the CU, and participate in the hiring process in the simplest way. The key objective is that the hiring process be transparent from the outset and that applicants are informed about it. The hiring process will be carefully monitored and will clearly mention the CU's internal regulations regarding OTM-R policy. The title of this action in the Action Plan is 'Use of Modern, International Tools for Recruitment, Especially of Senior Employees – Using EURAXESS, jobs.cz and Other Portals' and 'Better Communication and Provision of Information in English'. The relevant principles in the OTMR checklist are no's. 6, 7, 11, and 13.

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: http://www.yoursite.com
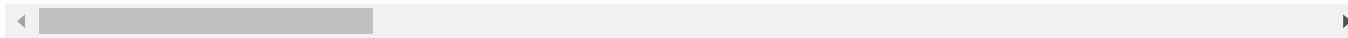
4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

> Please see the implementation in general in action plan, page 23.
>
> The main role of the SC will be ensuring implementation of all aspects of the Action Plan. The SC's duties are:
>
> - Providing guidance for the further development of the Action Plan
> - Assistance in implementing the actions called for by the Action Plan
> - Analysis of potential risks
> - Prioritising the tasks called for by the Action Plan
> - Providing advice and making decisions on changes to the Action Plan
>
> The SC will aid and advice but will not itself work directly on implementation of the project. It will
>
> Although the SC will not itself implement the Action Plan, its members must:
>
> - Understand the goals, strategies and intent underlying the results called for in the Action Plan;
> - Understand the problems associated with winning the HR Award.

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

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

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

Detailed description and duly justification (max. 500 words)

The SCis formed in a way that will help direct the project to a successful conclusion. The SC will be staffed by representatives of the departments of the Rectorate and researchers that are key to the project's successful outcome and representatives of the faculties that will be charged with implementing the mandated measures.

The SC regularly consults with different stakeholders' groups, whenever it's necessary to get the expert opinion on some topic. The SC is on monthly basis in touch with the working group, who is fulfilling the tasks based on the feedback of researchers from faculties.

- Once the SC is about to complete the task/action, the progress is again controlled by the Academic Senate and the Rector's Board who are involved above as a stakeholder group.

How do you intend to involve the research community, your main stakeholders, in the implementation process? *
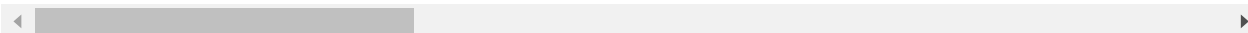
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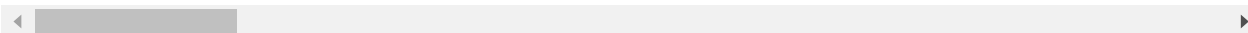Detailed description and duly justification (max. 500 words)

The research community was involved in the project of winning the HR Award from the tir

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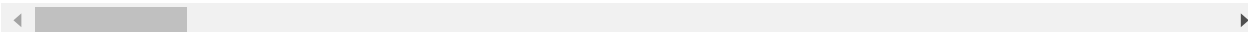
Research as well as administrative employees of the faculties are continuously informed ɑ

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Some members of the research community are members not only of the Working Group,

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Once planning the next steps, the SC together with the WG will always consult the resear

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

Detailed description and duly justification (max. 500 words)

The HRS4Ris acknowledged at the Charles University as the overarching policy for human resources. As some of the members of SC are also part of the university management, it is assured that HRS4R policy is an integral and coherent part of university policy.

Also, the HR department has a member at the Steering Committee and takes part in the implementation of the various tasks called for by the Action Plan. All the important steps that are required by the Action Plan are approved in advance by all the University's parts, the Rector's Board, the Expanded Rector's Board of the Rector, and the Academic Senate. All faculties/researchers/students are informed about the procedure and processes connected to HR Award as well as benefits which it brings. This ensures familiarity and assent of the entire University to this policy.

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

Detailed description and duly justification (max. 500 words)

The project manager will monitor the implementation of the individual tasks called for in th

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One person will always participate in the meetings of the SC, who will record the results o

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Whenever it is necessary, the SC can invite the external expert/advisor on certain topic.

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How will you monitor progress (timeline)?* ⌄

Detailed description and duly justification (max. 500 words)

Progress will be regularly monitored according to the Gantt Chart. The SC and the projec

◄ ▬▬▬▬▬ ►

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

Detailed description and duly justification (max. 500 words)

> Indicators are individually established for each activity and are monitored by the Steering Committee and the project manager. The SC regularly evaluates progress on the project at its meetings by comparing the milestones achieved with the Action Plan and the Gantt Chart.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

The CU decided to address also the issues which might not fit into one of the categories mention above in template, such as for example improvement of popularisation of CU activities (we consider the visibility of the institution very important in the context of HR Award), as well as handling sensitive personal data and overall data management, even though these of course have a relation to the principles as you find in our Action Plan.

The CU sees the HR Award as very ambitious and challenging project for itself but take this as an opportunity to make the university more visible, competitive and successful, despite the hard changes which it will demand.

As to limited wording, please do not hesitate to refer to full Action plan placed here (some of the actions are described in more detail).

Abbreviations and notes:

Please note that we use the names: Steering committee and Working group (instead of Implementation committee and Steering group).

Academic Worker – besides his or her own scientific and research activities, an academic worker must also teach

CERGE – Centre for Economic Research and Graduate Education

CU – Charles University

CUIP – Charles University Innovations Prague

DPO – Data Protection Officer

e-JCU, i-JCU – Smart applications of the Junior University

HRS4R– HumanResourcesStrategyforResearchers

IP – Intellectual property

IRO – International Relations Office

Lector – gives lectures and performs other forms of teaching activities in the bachelor's or master's programs of study, as well as in the program of lifelong learning. Publishes mainly for purposes of education.

OTMR – Open, Transparent and Merit-based Recruitment

PhD. – PhD student (R1)

RSO – Research Support Office

SC – Steering Committee

SIS – Study Information System

UNCE – University Centres of Excellence

Research worker – Researcher, performs only research

WG – Working group