



**Univerzita
Karlova**

Charles University HRS4R Action Plan for 2024-2026

Number: 2018CZ348775

Contact person: Věra Šťastná

Date of submission: April 2024

Approved by the Rector's Board on 5 February 2024

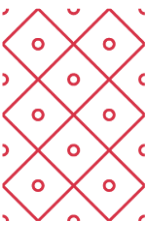
Discussed with the extended Rector's Board on 12 February 2024

Discussed by the secretaries of the faculties of Charles University on 14 February 2024

Approved by the Steering Committee for the HR Award of Charles University on 26 February 2024

Discussed by the Working Group for the HR Award of Charles University on 29 February 2024

Considered with consent by the Academic Senate of Charles University on 22 March 2024



HRS4R ACTION PLAN – 2024-2026					
#	Title and description of measure	Date	Responsibility of/administered on behalf of the Rector's Board	Responsible department	Indicator/objective
1. ETHICS, INTEGRITY AND OPEN SCIENCE					
1.1.	<p>Ethics (New Activity)</p> <p>We will cultivate a system for the protection of employees' rights at CU through the positions of ombudspersons. We will support the professionalisation of the position in order to ensure a comparable standard of protection for all employees.</p> <p>We will identify ethically complex topics, including available resources at CU to fund them, and prepare a strategy for communicating them.</p> <p>We will introduce a system for collecting data from the field of social security at CU.</p>	<p>On a continuous basis until Q4/2026</p>	<p>Ombudsman and Head of the Rector's Office</p>	<p>Rector's Office/CU Point</p>	<p>Comprehensive educational range of courses for ombudspersons; joint work meetings, workshops and seminars – at least six meetings per year (in Czech); methodological procedures for handling suggestions from employees (in Czech and English).</p> <p>Identification of ethically complex topics (based on individual suggestions from employees), development of a communication strategy for employees, pilot implementation at the Rector's Office and selected faculties, followed by implementation at all units.</p> <p>Creation of a tool and data collection through an investigation among students and employees (at least once every two years).</p>

1.2.	<p>Open Science and research data management</p> <p>Under the auspices of the Centre for the Support of Open Science, we will prepare a Research Data Management Policy at Charles University for the regulation of general and specific procedures for the handling of research data at the University. One of the pillars of its implementation will be CU's new data repository. We will contribute to its implementation and adoption across the University by creating methodologies and guides for its users, as well as providing them with consulting services. In our work, we will rely on a network of faculty data stewards.</p> <p>We will provide methodological and educational support to the faculties, which will expand their teams with data stewards (new position).</p> <p>We will cooperate with the researchers on research projects and financial providers to fulfil the conditions of open science.</p> <p><i>(builds on the activity no. 16 of the HRS4R Action Plan 2021-2023)</i></p>	Q3/2026	Vice-Rector for Research and Projects	Central Library of Charles University (together with the Research Support Office and the Computer Science Centre)	<p>Creation of "Research Data Management Policy at Charles University" document (in Czech and English).</p> <p>Series of meetings with faculties with the goal of the optimal implementation of data policy at individual faculties, as well as in research teams.</p> <p>Creation of guidelines and procedures for the implementation of the Research Data Management Policy at Charles University, including aspects of the FAIR Data Principles.</p> <p>Consultative support for research teams in specific steps of fulfilling the principles of open science, as required by legislative documents and conditions of grant providers.</p> <p>Functioning data repository for Charles University, including proven methodologies and manuals.</p> <p>Newly established cooperating network of faculty data stewards, university-wide support tool for working with research data, including aspects of open science.</p>
1.3.	<p>Sustainable CU (New Activity)</p> <p>We will work on the implementation of the "Charles University Sustainable Development Strategy: Towards Sustainability 2030" which aims to move CU</p>	On a continuous basis until Q4/2026	Member of the Rector's Board for Social Affairs and Sustainable Development	CU Point	<p>Implementation of the measures set out, regular monitoring of progress in sustainable development at CU:</p> <ul style="list-style-type: none"> • Evaluation of the first Action Plan (2024), • Follow-up Action Plan for 2025–2026 (turn of 2024/2025), • Update of the Strategy (expected 2026).

<p>towards sustainable operation by 2030, not only through a responsible approach to its functioning, but also to educational and creative activities.</p> <p>During implementation of the Action Plan, we will follow the current "Action Plan" in the form of specific projects,</p> <p>Regular evaluation will allow us to map the achievement of set indicators and progress in individual measures.</p> <p>Subsequently, we will create a follow-up Action Plan for the implementation of the Strategy for the period 2025-2026.</p>		<p>Use of existing and newly created structures (e.g. sustainable development coordinators from individual faculties and units of the University) for functioning communication, cooperation and education in development across CU (continuous).</p> <p>Ensuring consistency of the Strategy with other CU strategic documents that are in preparation or are being updated, including the integration of a sustainable development element where relevant (continuous).</p> <p>Laying the foundations for reducing the environmental footprint and achieving sustainable operation and administration of the University, i.e. a socially and environmentally responsible approach to the University's own activities (continuous).</p> <p>Consolidation of the topic of sustainable development in education, scientific and research activities (continuous).</p> <p>Participation in current developments in society and contribution to the dissemination of the latest scientific knowledge and values in sustainable development, including the application of results in practice (continuous).</p>

2. RECRUITMENT (AP SELECTION PROCEDURES)

<p>2.1.</p>	<p>OTM-Recruitment Process (Guidelines)</p> <p>We will prepare a solution for uniform advertising on external websites for technical and economic positions to cover the whole of the University.</p> <p>We will use other advertising and unified advertising channels to improve the recruitment of academic and research staff. This will improve the perception of CU as an employer (Employer Branding).</p> <p>We will prepare a recruitment process methodology for managers and employees.</p> <p>We will prepare a referral programme to motivate current employees to recommend suitable candidates for vacancies.</p> <p>An integral part of the employment recruitment and selection process will be an emphasis on gender equality and the promotion of diversity, all in accordance with the University's Equal Opportunities Plan.</p> <p><i>(builds on the activity no. 3 of the HRS4R Action Plan 2021-2023)</i></p>	<p>On a continuous basis until Q4/2026</p>	<p>Bursar</p>	<p>HR and Payroll Department</p>	<p>Coordinated advertising for academic and research staff positions (using the Application for Selection Procedures, point 2.2.) and other channels for advertising.</p> <p>Creation of a methodology for the recruitment process.</p> <p>Improvement of the perception of the CU brand as a desirable employer.</p> <p>Establishment of the Referral programme.</p>
-------------	--	---	----------------------	----------------------------------	---

2.2.	<p>IT Application for selection procedures We will use new software to enable the placing of advertisements for vacancies at the University in a uniform format, with all essential information and in the appropriate graphic design. This tool will facilitate the collection of documents from candidates and the work of the selection committee, including secret ballots in accordance with the Competitive Hiring Process Code. The app will be available in both Czech and English.</p> <p><i>(builds on the activity no. 3 of the HRS4R Action Plan 2021-2023)</i></p>	<p>On a continuous basis until Q4/2026</p>	<p>Bursar</p>	<p>Computer Science Centre</p>	<p>Functional app for competitive hiring procedures that supports the life cycle of the procedure.</p> <p>Implementation of the app on selected components.</p> <p>Making CU more attractive as an employer.</p> <p>Automation of the transfer of relevant documents to the records management system at all units of CU that show interest in the solution and meet the necessary entry conditions</p>
2.3.	<p>Career pages of the CU Rectorate We will revise and update the CU's career pages in order to make the appearance as uniform as possible across the University.</p> <p><i>(builds on the activity no. 1 of the HRS4R Action Plan 2021-2023)</i></p>	<p>On a continuous basis until Q4/2025</p>	<p>Bursar</p>	<p>HR and Payroll Department</p>	<p>Unified solution with regard to diversity and equal opportunities prepared for career websites across the University.</p> <p>Making CU more attractive as an employer.</p>

3. EMPLOYEE EVALUATION					
3.1.	<p>Evaluation of academic and research staff</p> <p>Based on the collection of comments from faculties regarding ongoing evaluations, we will prepare documents for the amendment of the Rector's Measure "Framework principles for the career development of academic and research staff and lecturers at Charles University". The amendment should ideally be linked to the new system of procedures for the appointment of full and associate professors, including obligations related to pedagogical skills.</p> <p><i>(builds on the activity no. 4 of the HRS4R Action Plan 2021-2023)</i></p>	Q2/2025	<p>Vice-Rector for Strategy and Development / Bursar</p> <p>Member of the Rector's Board for the Development of Teaching Competences of Academic Staff</p>	<p>HR and Payroll Department, Paedagogium</p>	<p>Sharing of good practice among faculties.</p> <p>Manager and employee training for evaluation.</p> <p>Collection of information on ongoing evaluations at faculties.</p> <p>Methodological support for other faculties with the introduction of an online app.</p>
3.2.	<p>Evaluation of technical and economic staff</p> <p>We will continue to evaluate technical and economic staff at the extended Rectorate¹.</p> <p>We will provide methodological support to faculties in the implementation of their measures regarding the evaluation of technical and economic staff based on Rector's Measure no. 53/2023 "Framework Principles for the Career</p>	Q1/2026	<p>Vice-Rector for Strategy and Development / Bursar /</p>	<p>HR and Payroll Department</p>	<p>New online app for the evaluation of technical and economic staff at the extended Rectorate.</p> <p>Expansion of the target group of employees who will be provided with training.</p> <p>Methodological support of units in the implementation of a university-wide application for the evaluation of technical and economic staff.</p>

¹ "Extended Rectorate" is a term which includes, in addition to the Rectorate of Charles University, other selected units: the Institute of the History of Charles University and the Archives of Charles University, the Centre for Theoretical Studies, the Centre for Economic Research and Doctoral Studies, Environment Centre, the Computer Science Centre, the Centre for Knowledge and Technology Transfer, the Institute of Language and Preparatory Training, the Central Library, the Agency of the Council of Higher Education Institutions, CU Dormitories and Refectories, the Karolinum Press, and Premises and Facilities Administration.

	<p>Development of Technical and Economic Staff at Charles University".</p> <p>We will continue to organise training on evaluation, not only for managers, but also for ordinary employees, with an emphasis on the importance of evaluation.</p> <p>We will provide methodological support for faculty/units in the implementation of an online app for employee evaluation.</p> <p><i>(builds on the activity no. 5 of the HRS4R Action Plan 2021-2023)</i></p>				
3.3.	<p>Employee evaluation app</p> <p>(a) App for the whole University for the evaluation of technical and economic staff: The implementation of a unified university portal that is interconnected with the human resources system is anticipated in accordance with Rector's Measure no. 53/2023 "Framework Principles for the Career Development of Technical and Economic Staff at CU".</p> <p>(b) Evaluation of academic and research staff for the entire university: The implementation of an evaluation module based on the existing deployment at the Faculty of Arts into a university-wide solution is anticipated</p> <p><i>(builds on the activities no. 4 and 5 of the HRS4R Action Plan 2021-2023)</i></p>	Q2/2025	Bursar	Computer Science Centre	<p>Evaluation of technical and economic staff for the entire university:</p> <p>Implementation of the solution core, setup of environment and workflow according to requirements suitable for a university-wide solution Expansion of the functionalities of electronisation of the operational area for staff and facilitation of communication and outputs (e.g. eDaňovka, overviews, notifications, etc.).</p> <p>Evaluation of academic and research staff for the entire university: Provision of methodological support for other faculties in the implementation of the online app. Implementation of the Faculty of Arts' app for the evaluation of academic and scientific staff and staff members for other faculties/units that show interest in the app.</p>

4. WORKING CONDITIONS AND PROCEDURES					
4.1	<p>Harmonisation of HR practices at units of CU, including employee benefits</p> <p>With the help of regular meetings of HR specialists at the University and training, we will support the sharing of good practices and the unification of practices in human resources. We will develop and support tools to share relevant information and documents between HR professionals of all units of the University. We will continue to strive to harmonise employee benefits and remuneration across CU (as legislation evolves). We will expand existing activities in the promotion of employee health and wellbeing.</p> <p><i>(builds on the activities no. 1, 8 and 6 of the HRS4R Action Plan 2021-2023)</i></p>	<p>On a continuous basis until Q4/2026</p>	<p>Bursar; Member of the Rector's Board for Social Affairs and Sustainable Development</p>	<p>HR and Payroll Department, CU Point</p>	<p>Methodological materials for HR specialists in all units of CU.</p> <p>Regular meetings of HR specialists.</p> <p>Sharing of good practice and cooperation.</p> <p>Training for HR specialists on current topics.</p> <p>Harmonisation of selected benefits (in connection with the development of legislation).</p> <p>Obtaining a final opinion on the possibility of filling positions of managers and employees at CU for limited periods of time.</p> <p>Expanding the offer of preventive activities leading to the strengthening of employees' health (skin cancer, glycaemic examination, blood group detection, cholesterol testing, instruction in breast and testicular self-examination, etc.) and other activities in the field of wellbeing (yoga courses, tours, massages for employees, etc.).</p> <p>Expanding the offer of existing partnerships with cultural institutions and partners in the field of tourism and healthcare.</p>

4.2.	<p>Onboarding</p> <p>We will prepare an overall concept for new employees (onboarding process), with an emphasis on pre-onboarding (i.e. from the announcement of acceptance until the employee's start date), then onboarding (first months) until the first anniversary of signature of the contract.</p> <p>Coordination of onboarding with follow-up training (as well as inclusion of social safety and equal treatment). Creation a strategy for working with a new employee</p> <p>We will verify the procedures in the pilot operation at the extended Rectorate and then share good practice with the faculties.</p> <p><i>(builds on the activity no. 7 of the HRS4R Action Plan 2021-2023)</i></p>	Q2/2025	Bursar	HR and Payroll Department	<p>Creation of concept for both pre-onboarding and onboarding</p> <p>Methodology for interview after the trial period,</p> <p>Employee Care Strategy during Year 1</p> <p>Sharing of good practice from the extended Rectorate with faculties/units.</p>
4.3.	<p>Exit interview</p> <p>Based on the analysis of the current situation, we will prepare a process and methodology for working with an employee when leaving employment. The information obtained will be used to improve working conditions and reduce turnover. We will verify the procedures in the pilot operation at the extended Rectorate and then share good practice with the faculties.</p> <p><i>(builds on the activity no. 1 of the HRS4R Action Plan 2021-2023)</i></p>	Q4/2024	Bursar	HR and Payroll Department	<p>Methodology and functional process for a controlled interview with an outgoing employee</p> <p>Collection of outputs from exit interviews for university management and work on employee motivation.</p> <p>Sharing of good practice from the extended Rectorate with faculties/units.</p>

4.4.	<p>Improvements to the WhoIS and EGJE HR systems</p> <p>We will improve the WhoIS human resources information system in order to better collect data and digitise some agendas. Many adjustments need to be introduced, depending on new legislation. We will improve the EGJE system so that it automates the operations that currently have to be done manually; with a high number of employees, which places demands on HR capacity. We will reconcile the EGJE and WhoIS systems so that there is no need to enter duplicate data into both systems. We will ensure that the systems are bilingual.</p> <p><i>(builds on the activity no. 2 of the HRS4R Action Plan 2021-2023)</i></p>	Q4/2026	Bursar	HR and Payroll Department, Computer Science Centre	<p>Project plan and implementation of one central contract for the organisation across CU (resolution of the issue of nesting workloads).</p> <p>Implementation of new requirements in HR systems due to the amendment to the Labour Code.</p> <p>Upgrade of the EGJE payroll system in order to unify processes and procedures across CU.</p>
4.5.	<p>Administration of business trips and mobility records</p> <p>During the implementation period, we will implement a unified operational solution, which is currently being prepared for pilot operation. This involves the gradual involvement of faculties and units designated by the administrator, with the aim of unifying the operational area according to a uniform methodology.</p> <p><i>(builds on the activity no. 12 of the HRS4R Action Plan 2021-2023)</i></p>	Q4/2026	Bursar	Computer Science Centre	<p>A unified operational solution for business travel administration and mobility records at the CU level has been prepared. The estimated implementation time for the entire university is about 2–3 years from the decision on the solution variant.</p>

5. REFORM OF DOCTORAL STUDIES

5.1.	<p>Development of the Doctoral Study Platform</p> <p>We will oversee the development of doctoral study programmes in the field of soft skills, for students to use in and outside their studies. Emphasis will also be placed on scientific and research skills.</p> <p>The plan also has complementary impacts in increasing the success rate in doctoral studies, provision of better information about the study framework and connecting students, with the aim of reducing their atomisation and promoting multidisciplinary.</p> <p><i>(builds on the activity no. 20 of the HRS4R Action Plan 2021-2023)</i></p>	On a continuous basis until Q4/2026	Vice-Rector for Research and Projects	Student Affairs Department	<p>Linking of all providers of courses and services in the field of soft skills for doctoral students in order to create a university-wide system and optimise and increase the existing offer.</p> <p>Creation of a recommended portfolio of topics for new students.</p> <p>Monitoring and evaluation of data related to the implementation of courses and services. Development of the Moodle environment.</p> <p>Development of activities aimed at connecting students of doctoral studies across the faculties of Charles University – and in particular the deployment of the Doctoral Café application, development of the JoinTheDebate format, etc.</p>
------	--	--	--	----------------------------	---

5.2.	<p>New financing system for doctoral studies</p> <p>Following changes at the national level resulting, in particular, from the regulation of financing and the adoption of an amendment to the Higher Education Act, we will prepare a new system for the financing of doctoral studies.</p> <p>In addition to the change in financing, the aim of the reform is to change the current framework – admission procedures, standards of study programmes and supervisors, support for the development of soft skills, optimisation of student numbers and integration, etc.</p> <p>We will create a new system for the financing of doctoral studies, with an emphasis on quality and successful completion of studies in a standard period of study that has been increased by one year.</p> <p><i>(builds on the activity no. 19 of the HRS4R Action Plan 2021-2023)</i></p>	<p>Commencement according to developments at the national level, and then on a continuous basis</p>	<p>Vice-Rector for Research and Projects</p>	<p>Dept. for the Quality of Education and Accreditation, Student Affairs Department</p>	<p>Implementation of a new system for the financing of doctoral studies at the University.</p> <p>Implementation of standards for CU doctoral study programmes.</p> <p>Implementation of standards for CU supervisors.</p> <p>Modifications to the admission procedure to streamline the recruitment of new students.</p> <p>Modifications to the administration of doctoral studies.</p> <p>Improvement of the graduation rate in the standard period that has been extended by 1 year</p> <p>Continuous implementation of roundtables and facilitation of feedback on the above reform for all actors.</p>
------	---	--	---	---	--

6. DIVERSITY AND INCLUSION					
6.1.	<p>Gender equality</p> <p>We will continue to work on implementing the Equal Opportunities Plan and collecting data so that we can target activities well.</p> <p>In the Equal Opportunities Plan, we cover several areas and focus on the overall cultivation of the environment and equality in an intersectional concept.</p> <p>We will continue to share good practice with Czech universities, but also internationally.</p> <p><i>(builds on the activities no. 8, 9 of the HRS4R Action Plan 2021-2023)</i></p>	<p>On a continuous basis until Q4/2026</p>	<p>Member of the Rector's Board for Social Affairs and Sustainable Development</p>	<p>CU Point</p>	<p>Adoption of the new Equal Opportunities Plan (4Q/2024), which will include, inter alia, support for carers (in particular those on parental leave or who are caring for a dependent person).</p> <p>Evaluation of the Equal Opportunities Plan as it comes to an end (1Q/2025).</p> <p>Annual evaluation of the Plan submitted to CU management (1Q/2025, 1Q/2026).</p> <p>Realisation of a research building on the gender audit for the analysis of the needs and situation of carers at CU (3Q/2024).</p> <p>Implementation of educational and awareness-raising and events (continuous).</p>
6.2.	<p>Embracing diversity</p> <p>In the Equal Opportunities Plan, we will continue to work with the topic of equality in an intersectional approach. This will continue to involve the creation of a safe environment in which there is no place for any manifestation of discrimination or disadvantage based on gender, ethnicity, race, marital status, age, etc. We will build an open organisational culture in which diversity is a positively valued aspect and which promotes diversity in the broad sense of the word.</p> <p><i>(builds on the activity no. 9 of the HRS4R Action Plan 2021-2023)</i></p>	<p>On a continuous basis until Q4/2026</p>	<p>Member of the Rector's Board for Social Affairs and Sustainable Development</p>	<p>CU Point</p>	<p>Implementation of educational and awareness-raising events (continuous).</p> <p>Inclusion of measures to support the adoption of diversity in the Equal Opportunities Plan 2025-2027 (4Q/2024).</p> <p>Creation of a manual for inclusive communication (2024).</p>

--

7. INTERNATIONALISATION OF THE UNIVERSITY					
7.1.	<p>Internationalisation of CU</p> <p>In many strategic documents, CU has committed to creating adequate facilities for international researchers, which is a critical condition for quality and competitiveness. In order to increase the number of academic and research staff from abroad or with long-term international experience, we will offer them the opportunity to join our existing teams and, by ensuring a bilingual environment and support from the CU Staff Welcome Centre (SWC), we will provide them with high-quality facilities and support services so that they can devote themselves to teaching, research and standard career advancement, rather than overcoming obstacles related to living and working in another country.</p> <p>The SWC will continue to provide a comprehensive practical service to incoming employees and their families and will also function as a methodological centre for existing CU employees, who are involved in the onboarding process and, in effect, integrate international employees into their workplaces (HR department, project managers, etc.). Regular onboarding events organised by the SWC will include Welcome Days for new international researchers</p>	<p>on a continuous basis until Q4/2026</p>	<p>Member of the Rector's Board for Social Affairs and Sustainable Development</p>	<p>CU Point-Staff Welcome Centre</p>	<p>1. Comprehensive practical service for incoming international academic and research staff and their families, which, in addition to the usual SWC services, will also include:</p> <ul style="list-style-type: none"> • Welcome days for international employees at Charles University (4Q/2024) The SWC, in cooperation with the Department of Science and Research at the CU Rectorate, will include Welcome Days for new international academic and research staff, helping them to integrate faster at Charles University • Intensive semester-long Czech language courses for international academic and research staff (ongoing until 4Q/2026) The SWC, in cooperation with the Institute for Language and Preparatory Studies of Charles University and the Science Support Office at the CU Rectorate, will provide intensive single-semester courses in Czech to support faster integration in the Czech Republic. • Support for a bilingual environment at Charles University (on a continuous basis until 4Q/2026) Continuous translation of materials into English in order to make English the natural second language of the University; revision of websites of the faculties and the CU Rectorate <p>2. Methodological and administrative support for persons involved with the recruitment of international academic and research staff, which, in addition to routine consultation, will include:</p> <ul style="list-style-type: none"> • Creation of a methodology for the recruitment of international employees at Charles University (2Q/2024) Preparation of methodological material for all staff at CU who are involved in the process of employing people from abroad and providing them with instructions and a unified procedure for their recruitment.

<p>so that they can adapt faster after their arrival in the Czech Republic, as well as providing intensive semester-long Czech language courses to support faster adaptation to the Czech environment.</p> <p>The SWC will unify the processes at Charles University by preparing uniform methodological materials/procedures, continue to expand the bilingual environment by coordinating translation activities at Charles University, and prepare educational seminars dealing with the issue of intercultural communication in cooperation with the Centre for Lifelong Learning.</p> <p><i>(builds on the activities no. 10 and 11 of the HRS4R Action Plan 2021-2023)</i></p>			<ul style="list-style-type: none"> • Educational seminars for a deeper understanding of cultural diversity in the workplace, which will cover issues such as intercultural communication, expectations regarding gender and social roles, and e-mail communication in English. (on a continuous basis until 4Q/2026)
--	--	--	---

8. POST-DOCTORAL SUPPORT					
8.1.	<p>Postdoctoral support</p> <p>We will focus on supporting career growth and personal development through various initiatives, including mentoring programmes and professional development seminars. We will also look for external resources for these activities. We will proactively support interdisciplinary research and build stronger links with the community of Czech scientists living abroad.</p> <p>We will continuously monitor and evaluate the gender dimension of the number of women and men in postdoctoral positions. We will share the best practice of workplaces with more balanced representation (in relation to representation in undergraduate and doctoral studies).</p> <p><i>(builds on the activity no. 13 of the HRS4R Action Plan 2021-2023)</i></p>	Q3/2025	Vice-Rector for Research and Projects	Research Support Office	<p>Increasing the number of postdoctoral students from abroad or with long-term international experience.</p> <p>Systematic support for postdoctoral staff and its presentation via the "Postdoctoral Hub".</p> <p>Incorporation of the perspective of graduates of doctoral studies into career principles through the offer of a comprehensive Career Development Programme for postdocs, which will include:</p> <ul style="list-style-type: none"> • creation of unified career development plans for postdocs, • follow-up offer for the continuing education of postdocs in transversal skills under the European Competence Framework for Researchers, and • creation of a mentoring scheme for postdocs. <p>Monitoring and evaluation of changes in the number of men and women in postdoctoral positions, sharing of best practice with workplaces with a more balanced representation of men and women.</p>

9. REFORM OF GRANT SUPPORT

9.1.	<p>Support for the submission of grant projects</p> <p>In order to increase the number of applications and success rate in international grant schemes (in particular resources from the EU's Horizon Europe and Erasmus+ KA2 programmes), we will fully exploit the possibilities offered by internal financial instruments, such as the stable and long-term programme of financial support available to the submitters of high-quality projects for the ERC competition and further expansion of the expert assistance of the European Centre in the submission of applications for foreign grants. Support for the submission of grant projects will be subject to overall restructuring to allow us to submit more applications for these projects.</p> <p><i>(builds on the activity no. 18 of the HRS4R Action Plan 2021-2023)</i></p>	Q4/2025	Vice-Rector for Research and Projects	Research Support Office	<p>Increase in the number of quality ERC proposals</p> <p>Increase in MSCA Postdoctoral Fellowships</p> <p>Creation of faculty strategies on how to make better use of EU programmes, methodological assistance with building project facilities at faculties, regular workshops with grant consultants, help with networking, etc.</p>
------	--	---------	---------------------------------------	-------------------------	---

10. CAREERS IN RESEARCH AND DEVELOPMENT OF TALENTED RESEARCHERS					
10.1.	<p>Procedure for the granting of associate professorship and appointment procedure</p> <p>Modified recommended criteria for both research and pedagogical activities will be prepared for procedure for the granting of associate professorship and appointment procedures, reflecting in particular the quality of research and pedagogical work at faculties (career codices). The procedures should also reflect new measures to avoid conflicts of interest. We will monitor and evaluate the gender and age structure of management across disciplines and faculties.</p> <p><i>(builds on the activities no. 1 and 4 of the HRS4R Action Plan 2021-2023)</i></p>	<p>Q4/2024 and continuous</p>	<p>Vice-Rector for Academic Qualifications / Member of the Rector's Board for the Development of Educational Competences of Academic Staff</p>	<p>Research Support Office</p>	<p>Creation and adoption of modified rules for procedures for the granting of associate professorship and appointment procedures (VI/2024). The recommended criteria in the annexes are more focused on qualitative criteria in both research and pedagogical activities, including the use of assessment of teaching by students. Taking into account of the third role of the University.</p> <p>Linking of the procedure for the granting of associate professorship and the appointment procedure with the results of the evaluation and the application of career codices (continuous).</p> <p>Adoption and implementation of rules on conflicts of interest in procedures for the granting of associate professorship and appointment procedures (I/2024).</p> <p>Regular monitoring and evaluation of the gender and age structure of candidates for the granting of associate professorship and appointment procedures across disciplines and faculties.</p>

10.2.	<p>Communication of science (new activity) </p> <p>We will popularise the scientific outputs of academics across CU, communicate scientific knowledge to the public, continue popularising educational activities, make appearances in the media and on social networks, and will participate in science competitions such as FameLab.</p> <p>We will prepare and offer courses and workshops aimed at increasing the competences of CU academic staff in the popularisation of scientific outputs, and media proficiency for appearances in the media.</p> <p>We will provide know-how and support for participation in science popularisation events such as Scientists' Night.</p> <p>By actively publicising outputs from Charles University and preparing materials for various target groups in a uniform style, we will continue to raise awareness of the "Charles University" brand as an important scientific research and educational institution that fulfils a crucial "third role" of an opinion leader in society.</p>	on a continuous basis until Q4/2026	Vice-Rector for Public Affairs	Public Relations Department	<p>Promotion and support of participation in science competitions and other science popularisation events (I. 2024 – XII. 2026)</p> <p>Strengthening of awareness of the "Charles University" brand as an important scientific and research institution on multiple levels:</p> <ul style="list-style-type: none"> • creation and active dissemination of a database of experts who are willing to speak in the media and make statements on various topics – strengthening of the third role and activities of CU academic staff in the public space (Q3/2025); • unification of the visual presentation of Charles University as part of a uniform promotional visual style in all areas, including websites, presentations at conferences, printed materials, posters, roll-ups, etc., in order to strengthen the identification of CU employees with the institution (I. 2024 – XII. 2026); • linking of the results of research of employees of all faculties of Charles University in the form of courses, science and popularisation lectures, Junior University and other activities at the Didaktikon educational centre (I. 2024 – XII. 2026). <p>Implementation of seminars and workshops for employees of Charles University in order to enhance their competences in the popularisation of scientific outputs (Q1/ 2025 – Q4/ 2026).</p> <p>Preparation of a science communication strategy (Q2/2025)</p> <p>Preparation and implementation of a marketing and communication strategy (Q4/2025 – Q2/2026)</p>
-------	---	--	---------------------------------------	-----------------------------	---

10.3.	<p>Panel of (young) researchers (new activity)</p> <p>In order to represent young researchers (early career stage researchers, R2) in advisory bodies and obtain feedback from them, we will prepare a concept for an advisory body or informal group in which prospective scientists with significant international experience will be represented across scientific disciplines.</p> <p>Following approval of the concept by University management, the group will be established, and management will hold regular meetings with it on topics such as grant opportunities, working conditions, working environment, career growth, etc., or to receive feedback on strategic documents/measures related to the group</p>	continuous	Vice-Rector for Research	Research Support Office	<p>Establishment of the group, nomination of members to the group (Q3/ 2024).</p> <p>Regular meetings with management (from Q4/ 2024).</p>
-------	--	-------------------	---------------------------------	-------------------------	--

11. INTERNAL COMMUNICATION					
	<p>Internal communications</p> <p>We will build on existing activities and focus primarily on communication between the Rectorate and the units of the University.</p> <p>We will focus on the implementation of the Internal Communication Strategy and updating it after a period of two years. We will focus on digitalising processes and improving the intranet, as well as supporting its use among employees.</p>				<p>Update of the Internal Communication Strategy (Q1/2026).</p> <p>A functioning intranet that is connected to all units of CU (Q4/2024).</p> <p>Training of employees on effective work and communication in accordance with the planned inclusive communication manual (continuous).</p> <p>Opportunities for both formal and informal meetings (continuous).</p>
11.1.	<p>We will continue to hold formal and informal events to facilitate meetings between management and employees.</p> <p>We will share experience across the University through the Internal Communication Working Group.</p> <p>We will also support the process through education (e.g., communication, team management, effectiveness of cooperation, IT tools, project management).</p> <p><i>(builds on the activity no. 21 of the HRS4R Action Plan 2021-2023)</i></p>	on a continuous basis until Q1/2026	Head of the Rector's Office	Rector's Office	