Action Plan HRS4R – 2021-2023

	Name and description of action	Deadline	Responsible unit	Indicator/target
1.	**Harmonization of HR procedures at the units of Charles University** With the help of regular meetings of the HR officers of the university's units and training, the transfer of good practices and the harmonization of procedures in the HR agenda will take place (e.g. recruitment, onboarding, exit interviews, the GDPR). This process will be supported methodologically by the HR department of the Rectorate. We will develop and support the instruments for sharing relevant information and documents among the HR officers of all units.	On a continuous basis until Q4 2023	HR	Training and methodological materials for HR officers at all CU units.
2.	**Improving the IT systems for Human Resources (WhoIS and EGJE)** To improve the collection of data and digitalization of certain agendas, we will upgrade the personnel information system WhoIS. Many modifications need to be made in relation to the new legislation. On our own initiative, we would like to incorporate into WhoIS, for example, more detailed records of job positions, an electronic record of home office, a module for training relating to health and safety at the workplace, and employee evaluations. We will harmonize the EGJE and WhoIs systems so that data will not need to be duplicated in both systems. We will perfect the EGJE system, leading to the automizing of operations that still need to be done manually and that put demands on HR's capacity due to the large number of employees. We will strive to offer all new modules in Czech and English. *(building on current activity no. 11)*	Q4 2022	HR + Computer Science Centre	Functioning new modules in WhoIS enabling the digitalization of the HR agenda. Improving the connection between WhoIS and EGJE.

3.	**Unification of advertisements for job vacancies and subsequent work with applicants** New software will allow us to place advertisements for job vacancies at the university in a uniform format with all relevant elements and in the appropriate graphic form. The software will also enable the work of the selection committee, including voting by secret ballot in accordance with the Competitive Hiring Process Code. The application will operate in Czech and English. *(building on current activity no. 17)*	Q2 2022	HR + Computer Science Centre	Using the new software to place advertisements. Making the university more attractive as an employer. Automatization of work that is currently done manually by HR employees.
4.	**Career principles and evaluation of academic and research staff** After incorporating the results of the pilot project, the career principles and system of evaluation will be integrated into the university framework documents (Q2-Q3 2021), which will be followed by documents specifying the process at the faculties and units (Q4 2021). From 2022, evaluations for the entire university will take place according to these new rules. This system will enable evaluation based on clearly set criteria in all areas of the university's activities (instruction, research, third role, operations of the university). In addition, it will create a more transparent working environment with clear opportunities for the career advancement of employees, including incentives for associate and full professorship. *(building on current activities no. 16 and 18)*	Q4 2022	HR	Amending the Internal Salary Regulation, approving career principles and university framework rules, following up with faculty documents. Training for evaluation interviews.

5.	**Evaluation of administrative employees** In relation to the pilot testing of administrative staff evaluations at the Rectorate, we will create a system of evaluation and will approve its final form in the university bodies. From 2021, regular evaluation will take place at the Rectorate. From 2022, this will also take place at other units with the methodological support for the Rectorate. *(building on current activity no. 18)*	Q2 2021	HR + Computer Science Centre	Binding measure of the Bursar regulating the evaluation of the Rectorate staff, annual evaluation according to this measure. Training for evaluation interviews.
6.	**Introduction of fixed-term positions for managerial staff** We will establish in the internal regulations that management positions for which this is possible under the national legislation will be filled in time-limited segments with the possibility of reappointment instead of appointment for an indefinite period. Continuing in a management position should be based on employee evaluation. Exceptions are positions whose appointment is regulated by the Higher Education Act.	Q4 2022	HR	Enabling replacement in management positions based on employee evaluation.
7.	**Onboarding new employees** We will introduce a system of training for new employees so that they may acquire the most important information about the university and its functioning as well as practical areas, such as benefits, IT support, counselling, further education opportunities, etc. We will also focus on the work of head employees with new employees (adaptation process, interview at the end of the probation period, etc.). *(building on current activity no. 13)*	Q1 2022	CU Point + HR	Onboarding training for new employees approximately once every two months. Training or manual for the adaptation process.

8.	**Employee well-being and benefits** With the goal of improving the social conditions of our employees and to provide them the means for a quality lifestyle, we will support activities and introduce other measures promoting a balance of work and private life and a healthy lifestyle. We will organize workshops and a campaign relating to the prevention of adverse psycho-social effects and supporting a healthy lifestyle. We will conduct a survey of employee satisfaction in connection with activities as a part of the HR Award.	On a continuous basis until Q4 2023	HR + CU Point	Analysing the needs of employees based on a survey. Events and measures supporting improved conditions for employees, a healthy lifestyle, and psychological health.
9.	**Equal opportunities** Every year, we submit a report to the Rector's Board on the status of this issue, including proposals for improvement (especially equal opportunities, gender equality, sexual harassment, work-life balance, staff caring for children or loved ones, returning from parental leave, etc.). We will monitor the terms of the new Horizon Europe framework programme and consider adopting an equal opportunities plan (or a gender equality plan) as a comprehensive university policy.	Q4 2023	HR + Rector's Office + EC	Equal access to management positions and career advancement, a fair and transparent working environment to meet the conditions of the new EU framework programme. Procedures for cases of sexual harassment.
10.	**Bilingual environment at Charles University** We will create a rigorously bilingual environment in which foreign students and employees may study or work without complications (language skills of students, academic, research, and support staff, key documents or services and information systems in foreign languages, especially English, etc.). We will improve the language skills of our employees both through greater emphasis on language skills and foreign experience in selection procedures and competitions and also through language courses. *(building on current activity no. 7)*	On a continuous basis until Q4 2023	Rector's Office	Foreign employees and students have access to all essential information.

11.	**Staff Welcome Centre** We are establishing the CU Staff Welcome Centre to provide comprehensive and practical services to academics and researchers and their families coming from abroad, to advertise offers for doctoral, postdoctoral, and other positions or grants enabling researchers from abroad to stay for a longer period of time at the university, and to contribute to the international visibility of the university. In addition, the SWC will represent the university as an employer in foreign countries within the agenda of contributions and reporting on behalf of employees. The centralization of this agenda will contribute to higher efficiency and will free up capacities for faculties. *(building on current activity no. 10)*	Q4 2021	CU Point	A functioning SWC, helping to obtain more qualified job candidates from abroad and assisting employees and the receiving workplace with their relocation. Distribution of the agenda between the Human Resources Office, the Finance Department, and the SWC.
12.	**Recordkeeping for mobility** We will launch a new platform for registering and recording mobility. We will put into practice electronic systems for the registration and billing of domestic and foreign travel orders. *(building on current activity no. 9)*	Q4 2021	Computer Science Centre + International Relations Office	Reliable data on mobility. Setting processes between the Internal Relations Office, the Finance Department, and the Human Resources Office.

13.	**Support for postdoctoral researchers** Establishing a clear definition of "postdoctoral researcher", recording in the HR system, and inclusion in the career principles of the university. Creating the web pages "Postdoctoral Hub" in Czech and English summarizing the possibilities for support (e.g. further education, assistance with relocation, involvement in innovative teaching, organizing events for the academic community and the public, etc.). We will focus in particular on obtaining postdoctoral researchers who have a PhD from a foreign university as well as offering graduates from our PhD programmes clear perspectives if they would like to continue their academic careers at Charles University in relation to the career principles (see activity 4). (*building on current activity no. 15*)	Q4 2021	Research Support Office + Student Affairs Department	Increasing the number of postdoctoral researchers from abroad or with long-term foreign experience. System support for postdoctoral staff and its presentation via the "Postdoctoral Hub". Inclusion of perspectives for PhD graduates in the career principles.
14.	**Bridge professors** We will create, support, and develop the concept of *bridge professors*, i.e. academic staff members who work part time at Charles University and part time at another partner university where they are members of an international team at each university working on a similar topic.	Q4 2022	Research Support Office	Increase the number of bridge professors as one of the possible instruments for supporting internationalization.

15.	**Kampus Hybernská** We will support the third role of the university, knowledge transfer in the social sciences and humanities, and interdisciplinary cooperation and intensify relations with the city of Prague thanks to Kampus Hybernská. We will support the community dimension of the university and the innovation ecosystem. "Research in practice" platform – regular meetings on innovative topics and presentation of the results of the successful application of research in practice across disciplines. We will continue cooperating with student associations, the innovation incubator/accelerator linked to entrepreneurship education, our relationship with primary and secondary schools, counselling and advice for the public, discussion clubs, the cooperation of Charles University in resolving urban and community problems, and events for the public. *(building on current activity no. 3 and 22)*	Q4 2023	Centre for Knowledge and Technology Transfer	The objective is to involve Charles University with the community in Prague and other towns and with the public, support of projects with external partners.
16.	**Open Science and the management of research data** We will create conditions for the wider use of the *Open Access* regime and for archiving, protecting, and accessing research data. For this purpose, we will primarily establish the Centre for the Support of Open Science, create and implement a set of methodological materials for the support of Open Science at Charles University and for self-archiving the results of research activities in the university's institutional repository of publishing activities, and introduce a university-wide system for supporting the creation of data management plans. We will also focus on the analysis of creating infrastructure for the archiving of research data in the institutional repository and begin its preparation. *(building on current activity no. 20)*	Q3 2022	Central Library of Charles University (+ Research Support Office + Computer Science Centre)	A functioning Centre for the Support of Open Science. Repository for archiving research data and a repository of publishing activities. Template for Data Management Plan and support for its creation.

17.	**Evaluation of research** Given the importance we attach to the strategic management of research at the university in the system of evaluating research based on objective, transparent, and area-specific criteria, we will continuously develop and revise this system. Based on the experience with the first cycle of the international and national assessment of the quality of research work at the university, we will evaluate the concept of our system, if necessary, amend the Strategy of Evaluation of Creative Activities at Charles University, and establish the rules for monitoring the quality of our research between two evaluation cycles. *(building on current activity no. 23)*	Q2 2022	Research Support Office	Strategies for evaluating the research reflecting the first international evaluation of research.
18.	**Support for the submission of grant projects** In order to increase the number of applications and success in international grant schemes, we will use the possibilities of internal financial instruments, such as the stable and long-term financial support programme for quality project promoters in the ERC competition and further expanding the European Centre's expert assistance in submitting applications for major foreign grants. In cooperation with the Technology Centre of the Academy of Sciences of the Czech Republic and senior researchers, we will organize open thematic workshops focused on writing ERC grants and the National Orientation Day. We will continue to work with the ERC pipeline in order to search for and support quality proposals for grant projects. Regular workshops with grant advisors at the faculties and units. *(building on current activities no. 1 and 21)*	Q4 2022	European Centre	Workshops, the ERC pipeline, increasing the number of quality ERC grants submitted.

19.	**New system for financing PhD studies** In relation to changes at the national level, we are preparing a new system for financing PhD studies. *(building on current activity no. 12)*	?	Department for the Quality of Education and Accreditation + Student Affairs Department	New system of financing doctoral study with focus on quality, not quantity, and supporting successful graduation within standard study period plus one year.
20.	**Standards for PhD studies** We will prepare a comparative analytical study concerning the current state of requirements for students in individual PhD study programmes, and on the basis of this, we will prepare and subsequently discuss proposals for their convergence in the individual branches within the Internal Evaluation Board and the coordination boards. In addition, we will create a set of area-based standards for academic supervisors.	Q4 2022	Student Affairs Department + Department for the Quality of Education and Accreditation	The aim is to ensure the excellence of PhD studies by setting demanding, internationally comparable and area-appropriate criteria.
21.	**Strategy for internal communication** We will prepare an analysis of the current state of internal communication between the following: 1) Workplaces of the Rectorate, 2) Rectorate – faculties, and 3) Rectorate – external partners. Based on the findings, creating an internal communication strategy for Charles University, in which we define the appropriate tools for its implementation and development. In the first phase, we will implement it at the Rectorate.	Q4 2021 Rectorate, then other units of the university	Press and PR Office	Define the strengths and weaknesses of the current internal communication at Charles University, strengthen the functional procedures and introduce new ones to improve communication and information exchange throughout Charles University (from management to staff, from the Rectorate to faculties, etc.).

| 22. | **Cooperation and transfer of best practices with other universities**

Cooperation and in particular the transfer of best practices in the area of research infrastructures, HR policy, equal opportunities, and research policies with partner universities (Heidelberg, Sorbonne, Copenhagen, Milan, Warsaw). Connection with other Czech universities and research organizations implementing HRS4R for the purpose of joint progress and exchange of experiences (meeting at workshops and conferences), participation in seminars organized by the European Commission or the employees of foreign universities implementing HRS4R. | Q4 2023 | European Centre + Rector's Office | Exchange of best practices and decision on possible implementation of certain policies/measures in this area. |