



**University  
of Defence**

# **Human Resources Strategy for Researchers (HRS4R) of the University of Defence – Action Plan**

**Brno 2023**

**Case number:** 819854-873577

**Name Organisation under review:** University of Defence (also "university" or "UoD" in the text)

**Organisation's contact details:** University of Defence, Kounicova 155/65, Brno 662 10, [www.unob.cz](http://www.unob.cz)

**Submission Date:** August 17, 2023

## 1. ORGANISATIONAL INFORMATION

*Data valid as of 12/31/2022*

STAFF & STUDENTS	FTE (full-time equivalent)
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	503
Of whom are international (i.e. foreign nationality)	13
Of whom are externally funded (i.e. for whom the organisation is a host organisation)	0
Of whom are women	145
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	125
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	222
Of whom are stage R1 = in most organisations corresponding with doctoral level	156
Total number of students (if relevant)	1,728 (121 PhD. students)
Total number of staff (including management, administrative, teaching and research staff)	987

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	-
Annual organisational direct government funding (designated for research)	3,698,050.12
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2,267,354.99
Annual funding from private, non-governmental sources, designated for research	-

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

The University of Defence, a state military university, is an internationally recognized centre of educational, creative and expert activities in the field of defence and security. The mission of the University of Defence is to train military professionals and other university-educated experts working in the field of defence and security of the Czech Republic and countries with which the Czech Republic has international contractual obligations. The University of Defence is also a research institution in accordance with Act No. 341/2005 Coll. on public research institutions. The University of Defence is financed from the budget of the Ministry of Defence. It has over 1,800 students, a rectorate, three faculties, two institutes, three centres and a school regiment.

## 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 organisation.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p><b>STRENGTHS</b></p> <p>Employees and students follow the Code of Ethics of the University of Defence; employees and students and professional soldiers, also follow the Code of Ethics of the Ministry of Defence employees.</p> <p>Freedom of research is guaranteed at the university and ethical principles are respected (to a great extent).</p> <p>The guarantees of a professional approach and proper procedures in the field of research are enshrined in the national and MoD legislation and internal regulations; checking mechanisms are used to ensure proper procedures in research activities.</p> <p>Employees and students have access to various recommendations, instructions and examples of the implementation of research practice and publication activities, including respect for citation standards, as well as models of cooperation contracts (on participation in a project, settlement of the results of the research and development, licence agreements, etc.) through the internal application <i>Information Portal of Research, Development and Innovation</i>.</p> <p>At the university, a process to achieve open and unrestricted access to research results (Open Access) was initiated at the end of 2022. The university continuously provides expert comments on current events, especially in matters of international security, and makes research results available to the general lay public as far as possible with regard to the protection of classified facts and security-sensitive but unclassified information.</p> <p><b>WEAKNESSES</b></p> <p>Some important documents are in the national language only.</p> <p>The standard of bilingual communication among employees and students of doctoral study programmes (hereinafter referred to as "DSP") has not yet been achieved in common operational situations at the university.</p>

	<p>The university has not elaborated more detailed rules for the recognition of co-authorship.</p> <p>So far, the ethical framework of research has not yet been successfully established as a standard in the common practice of all researchers.</p> <p>The Open Access process has not been fully completed yet.</p>
Recruitment and selection	<p><b>STRENGTHS</b></p> <p>The university follows the principles of equality and non-discrimination. The recruitment and selection policy of new employees is governed by university documents that deal with equal treatment. The requirements for the members of the selection committee are defined and the selection processes are precisely set.</p> <p>The requirements for applicants are publicly available in individual announcements of job and service vacancies and selection processes on the university's website.</p> <p>The selection process is based on predetermined conditions, where the applicants' suitability for doing a specific job or occupying a specific service position is assessed.</p> <p>During selection, the aspect of the results in creative activity is balanced with other aspects (in particular, teaching activities, ability and experience with teamwork, experience with knowledge transfer, or the management of researchers depending on the position concerned).</p> <p><b>WEAKNESSES</b></p> <p>There are no more precise rules for beginning researchers and a solution to the issue of a specific attitude towards disadvantaged groups.</p> <p>Partial absence of women in selection committees due to the low occupation of job positions by women.</p> <p>There is no adjustment to the system approach to the knowledge-ability of all applicants, or the provision of provability.</p>
Working conditions	<p><b>STRENGTHS</b></p> <p>Legal regulations at the national and departmental levels and internal level of the university are in line with European legislation. These regulations address discrimination, equality and other ethical standards in the workplace.</p> <p>The principle of seniority related to the number of years of creditable experience is considered in employees when considering their rate of</p>

	<p>pay within a grade of a salary scale. A service tariff is set for employees in a service relationship in a similar way.</p> <p>Efforts to provide working conditions enabling all academic staff and DSP students to harmonize work and private life (including care for children or other household members requiring care), and to develop their careers are also presented in the UoD strategic documents.</p> <p>The university enables the employment of persons with reduced work capacity as civil employees; in the case of students of non-military study programmes, it considers their specific needs individually.</p> <p>All employees are provided with all the necessary work tools and aids for their work.</p> <p>UoD employees can take advantage of flexible working hours, creative leave, reduced working hours, or cooperation in the form of agreements on work performed outside the employment relationship. The Czech legal system also allows for the combination of maternity or parental leave with work.</p> <p>The majority of academic staff at the UoD have an employment contract for an indefinite period. Employees in fixed-term and indefinite-term employment relationships have comparable working conditions.</p> <p>The rules for dealing with complaints are set in accordance with departmental documents and principles of natural justice.</p> <p><b>WEAKNESSES</b></p> <p>National legislation does not specify the term postdoctoral fellow. At the UoD, the state military university, there are no specifically established postdoctoral positions.</p> <p>Barrier-free access to UoD buildings and workplaces is ensured only in newly built and renovated buildings.</p> <p>Lower proportion of women in academic staff, leadership positions and self-governing bodies of the university.</p>
Training and development	<p><b>STRENGTHS</b></p> <p>Support for continuous development and further education is specified directly in the <a href="#"><i>Strategic Plan for Educational and Creative Activities of the University of Defence for the period 2021-2030.</i></a></p> <p>Support for the career growth of academic staff in the form of systematic lifelong education is implemented through educational events provided by the UoD, and by enabling participation in relevant</p>

	<p>educational events organized by third parties, both within the MoD and outside it.</p> <p>Students, graduates and employees can use the university counselling centre that offers psychological and socio-legal counselling services. Career counselling is offered mainly to students.</p> <p>The university has a system of close collaboration between DSP students and their supervisors. DSP students receive continuous feedback on their research activities, and their individual study plan is continuously monitored by their supervisors.</p> <p>The university organizes its doctoral conferences to develop the skills and research of young scientists. At the same time, the university offers "Specific research projects" to DSP students and budding scientists to allow them to gain their first experience with administrative and research planning, and project management.</p> <p>The university offers professional courses for academic staff within lifelong education, and career courses for professional soldiers.</p> <p>Academic staff and students can take advantage of opportunities for foreign mobility, especially within the Erasmus+ programme.</p> <p>All employees and students can use university study rooms and libraries and have free access to the libraries of contractual partners.</p> <p>To evaluate the development of study programmes, the university has established an internal quality assessment system that evaluates academic staff in terms of their educational and creative activities.</p> <p><b>WEAKNESSES</b></p> <p>There is a lack of focus on education in the field of interpersonal relations in the managerial education system at all levels.</p> <p>There are shortcomings in the education of employees and DSP students in the field of ethics of scientific work, and commercialization of the outcomes of creative activities.</p> <p>International mobility programmes are not used sufficiently by academic staff and students.</p> <p>An institutional strategy for the Open Access process is missing.</p> <p>The methodology for mentoring early-career researchers is not sufficiently developed. There is not enough support for academic staff from the counselling centre in the field of career guidance.</p>
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### 3. ACTION

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 organisation's HR Strategy dedicated webpage(s):

<https://unob.cz/univerzita/zamestnanec/hr-award/>

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

<b>Proposed ACTIONS</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
	<i>Principle number</i>	<i>Completion</i>	<i>Department, persons</i>	<i>Indicators (number of activities)</i>
1. To institutionalize the ethical framework of the research conducted, especially in relation to the protection of classified information and sensitive information.	5	2Q/2024	VRSEA	Analysis and discussion of the needs for the development of an ethical framework for the UoD in the field of RDI
2. To push through the ethical framework of research as a common standard in the everyday practice of researchers.	5	4Q/2024	VRSEA	Checking the fulfilment of the ethical framework in RDI at the UoD
3. To establish policies for processing and disseminating information that is not classified but is sensitive.	8	1Q/2025	VRSEA	Discussion on the principles for processing and disseminating sensitive information in RDI
4. To analyse the need to issue a university management act for preparing texts/articles that could contain sensitive information.	8	2Q/2025	VRSEA	Analysis of the need to issue a management act for preparing articles with sensitive information
5. To complete the process of introducing an institutional strategy for Open Access at the UoD.	8, 9	1Q/2024	VRSEA	Completion of the Open Access implementation at the UoD
6. To set up mechanisms for the regular update of information on monitored data in the field of science and research for the public.	9	1Q/2024	VRSEA	Mechanisms established to regularly update information about monitored data in the field of science and research for the public

<b><i>Proposed ACTIONS</i></b>	<b><i>GAP Principle(s)</i></b>	<b><i>Timing (at least by year's quarter/semester)</i></b>	<b><i>Responsible Unit</i></b>	<b><i>Indicator(s) / Target(s)</i></b>
<b>7.</b> To refine the rules for an attitude to novice researchers and disadvantaged groups of employees.	12	4Q/2023	VRSEA	<i>Issuance of the MR Students with specific needs (will be issued by VRESA management)</i>  <i>Issuance of a measure considering the situation of novice researchers</i>
<b>8.</b> To update the system providing feedback to all applicants after the end of the selection process in terms of the scope, level of detail and form of the information provided, and incorporate it into the relevant UoD management acts.	15	2Q/2024	Bursar HHRO	<i>Amended Measure for the Rules for the selection procedure of the Rector of the University of Defence No. 2/2018 Details on the Rules for the selection procedure for filling the positions of academic staff at the University of Defence in Brno</i>
<b>9.</b> To define the concept of a postdoctoral fellow in the career regulation in line with national and departmental legislation.	21	1Q/2025	VRESA	<i>Amendment of the Rules for the selection procedure for filling the positions of academic staff at the University of Defence</i> <i>Amendment of the MR 7/2019 Management of career development of academic staff</i>
<b>10.</b> To assess the needs, scope, technical possibilities and financial complexity of the construction adjustments to existing buildings to ensure barrier-free access to UoD buildings and workplaces.	24	3Q/2024	Bursar	<i>Development of a plan for the implementation of construction adjustments</i>
<b>11.</b> To project the implementation of construction adjustments to existing buildings to ensure barrier-free access to UoD buildings and workplaces in UoD and MoD strategic and planning documents.	24	1Q/2025	Bursar	<i>Projection of the plan for the implementation of construction adjustments in the UoD and MoD strategic and planning documents</i>
<b>12.</b> To expand the services of the university's counselling centre with systematically provided career counselling services for the university's academic staff.	30	1Q/2025	Chancellor	<i>Number of career counselling activities</i>
<b>13.</b> To prepare the UoD management act for the beginning researchers of the University	30	2Q/2025	VRSEA	<i>Development of the management act</i>



<b><i>Proposed ACTIONS</i></b>	<b><i>GAP Principle(s)</i></b>	<b><i>Timing (at least by year's quarter/semester)</i></b>	<b><i>Responsible Unit</i></b>	<b><i>Indicator(s) / Target(s)</i></b>
<b>14.</b> Assessment of the sufficiency of the existing UoD rules for the recognition of co-authorship.	32	2Q/2024	VRSEA, VRESA	<i>Implemented assessment and accepted conclusions</i>
<b>15.</b> To update relevant UoD management acts for the recognition of co-authorship.	32	4Q/2024	VRSEA, VRESA	<i>Amendment of relevant management acts</i>
<b>16.</b> As a follow-up to the upcoming amendment to the Act on Higher Education Institutions, conduct a discussion on the existing rules for the classification, assessment and evaluation of pedagogical and creative activities for academic staff.	33	1Q/2025	VRESA	<i>Held discussion and accepted conclusions</i>
<b>17.</b> As a follow-up to the upcoming amendment to the Act on Higher Education Institutions, conduct a discussion on the existing rules for the classification, assessment and evaluation of DSP students.	33	1Q/2025	VRSEA	<i>Held discussion and accepted conclusions</i>
<b>18.</b> To update the relevant UoD management acts for the evaluation of DSP students.	33	3Q/2025	VRESA, VRSEA	<i>Amendment of the relevant management acts</i>
<b>19.</b> To set up a management education system for managers at all levels with a focus on interpersonal aspects.	37	2Q/2024	Bursar HHRO	<i>Issued management act for setting up a management education system for management (Number of educational activities and participants)</i>
<b>20.</b> To establish a management education system for managers at all levels and other university employees focusing on the ethics of scientific work and commercialization of results of creative activities, etc.	39	3Q/2025	VRSEA	<i>Issued management act for setting up a system of regular activities aimed at the education of management and other employees (Number of educational activities and participants)</i>

*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.*

Due to its military character, the University of Defence has certain specificities that prevent the use of some requirements and indicators in the field of human resources selection which are common at other public universities. In particular, this concerns the recruitment of workers from abroad, which is not at all possible in the case of professional soldiers, who make up a significant part of the UoD staff.

Currently, the University of Defence has defined OTM-R policy, which was adopted in April 2023. It was developed on the basis of internal documents: in particular, the Rules for the selection procedure for filling the positions of academic staff at the University of Defence as amended by the 1st amendment, and other related internal management acts, where the rules for recruiting, selecting and hiring academic staff and researchers are described in detail.

The template developed for a job offer contains all vital items – the name of the position, job description, qualification requirements, starting date, etc. During recruitment, besides common means of communication, the departmental electronic information system and also the Czech career online portal with job offers are used.

There is a system in place for training the staff involved in recruiting, selection and hiring employees in OTM-R. HR staff offer methodical assistance to the members of the selection committees.

Only a reasonable administrative burden is placed on the participants of the selection process, and only basic documents are required. When selecting employees, the qualifications, qualities and experience, knowledge, mobilities and outcomes of creative work of the candidate are carefully assessed. At the end of the selection process, all participants are informed of its outcome. They are also provided with basic feedback.

The university also has an established mechanism for submitting and handling complaints/objections, which is covered by departmental and internal administrative acts. The quality control system for OTM-R is set up by the above-mentioned internal management acts, and the selection processes are recorded and registered.

The measures regarding managerial education in selecting new employees, included in the action plan, should also contribute to the improvement of the recruitment and selection process.

*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:*

[OTM-R policy of the University of Defence \(unob.cz\)](https://unob.cz)

## 4. IMPLEMENTATION

*General overview of the expected implementation process:*

The implementation phase will follow the preparatory phase of the entire process. Teams that participated in the preparation of background materials, in particular in the development of the internal analysis and action plan, will also participate in the implementation of the measures included in the action plan.

**Supervisory Committee** is represented by the Rector's Collegium. The session of the Rector's Collegium is planned every month. If necessary, the presented topics will be discussed there. The main task of the Collegium in the area of the HR Award is monitoring the achievement of the set goals, solving strategic issues, commenting and approving drafts and other activities connected with the HR Award.

**Working Group** will meet ad hoc as needed to provide suggestions and input for the next steps in the process. Its main task will be to comment on the submitted materials. An integral part of the activities of the members of the Working Group is also to pass information on to individual academic members at their workplace and then to deliver their suggestions back to the meetings of the Working Group.

**The Implementation Team** will participate in the preparation of drafts, and play the role of the coordinator and organizer of all partial activities. It processes all initiatives, proposals and comments arising primarily from the Working Group and other bodies. It submits information on the progress achieved, schedule of individual steps, and drafts to the Supervisory Committee.

In the action plan, activities were set up according to the gaps identified in the gap analysis for two years period (i.e., until the end of 2025). After this period, the evaluation will be carried out, and, if necessary, a subsequent revision of the set goals and activities will follow.

The main mission of the entire action plan is to improve the conditions and working environment for academic staff and DSP students. The implementation of the proposed measures will be accompanied by the provision of information background in the form of online activities, discussion sessions, and possibly seminars and workshops.

The improvement of information flows will mainly concern ethical issues in the field of research, presentation of outcomes, co-authorship, etc. In the area of personnel processes, the emphasis is put on openness and transparency, which are prerequisites for good knowledgeableness. Most of the principles of the OTM-R policy have already been implemented; however, these processes will be further monitored, evaluated and improved. In particular, more attention will be paid to providing consistent feedback to all applicants for offered job positions, improving the adaptation process of new researchers, and, last but not least, also improving the process of assessment, education and development of academic staff both at the beginning and on their career paths. Special attention will be paid to DSP studies and setting conditions for postdoctoral positions.

In addition, an emphasis will be put on improving working conditions with regard to the harmonization of work and family life, gender balance, and possibly other criteria, and on expanding the range of consulting services for other categories of employees.

Attention will be paid to the development of the university's readiness for functioning in bilingual mode as a standard, with an emphasis on the provision of important documents, and strengthening administrative and technical support for employees to save them from unnecessary bureaucratic duties.

The individually planned activities of the action plan will be entered into a time diagram accessible to all interested work teams to allow them to monitor the achieved progress and subsequent activities.

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

Checklist	Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	The Supervisory Committee (i. e. Rector's Collegium) will regularly monitor the progress of the implementation process at its regular meetings, where the responsible persons will present the progress in the implementation of the corrective measures of the action plan according to the given dates.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	The implementation process will be guaranteed by meetings of managers at all levels, seminars, workshops, online activities, presentations, questionnaire surveys, and through self-governing bodies of the university.
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 well as the overarching HR policy.	In April 2023, the OTM-R policy, facilitating an open, transparent and merit-based selection process, was adopted. Compliance with the OTM-R selection policy will be included in the annual plan of regular inspections of the university's personnel workplaces.
How will you ensure that the proposed actions are implemented?	Each proposed action is assigned a gestor in charge of the implementation. Supervisory Committee is responsible for inspection activities; there will be a regular recapitulation of the measures for the nearest period and an evaluation of the implemented measures.
How will you monitor progress (timeline)?	A time schedule, the Gantt chart, through which the progress in the implementation of individual steps will

Checklist	Detailed description and duly justification
	be monitored, will be developed. The evaluation will be carried out once a year. Individual steps will be monitored according to the proposed indicators. Based on ongoing monitoring and annual evaluation, the appropriateness and effectiveness of such an approach aimed at fulfilling the HRS4R principles will be reviewed. If there is a time conflict during the implementation of measures, the situation will be flexibly evaluated and subsequently resolved.
How will you measure progress (indicators) in view of the next assessment?	The fulfilment of the proposed steps will be monitored and evaluated regularly using established indicators. Specific parameters for the fulfilment of individual indicators will be determined and then evaluated by the gestors in charge. Supervisory Committee will obtain information on the progress through feedback from the gestors in charge.

*Additional remarks/comments about the proposed implementation process:*

The University of Defence, the only military university in the Czech Republic, consists of the rector's office, three faculties, two institutes, three centres and a school regiment. It totals almost 3,000 people (students of all three levels of university studies, academic staff and other employees). Due to the relatively smaller scale compared to other public universities, the HRS4R process is implemented at UoD as a whole, not by individual components.

The military nature of the UoD predisposes the institution to predetermined patterns of action in certain areas. Due to the direct subordination of the university to the Ministry of Defence, it is not possible to implement steps typical of public universities in some areas. This determinant had to be kept in mind during the entire preparation period, and, therefore, also during the implementation of the HRS4R process at the UoD.

In terms of preparation, the starting process of applying for the HR Award was carried out as follows: several months before applying, the Implementation Team, led by the Vice-Rector for Internal Management and Quality, who guaranteed the entire process at the university, had been meeting at regular weekly intervals. This team continuously collaborated with other experts and representatives of individual workplaces.

The wider academic community had the opportunity to learn about the award efforts on internal and public websites, as well as through mass communication, where the European Charter and the Researchers' Code were available. University employees obtained more detailed information by their superiors at individual workplaces.

The University of Defence expressed its agreement with the 40 principles of the Charter and the Code and the commitment to implement these principles in a letter sent to the European Commission on 17 August 2022. After reviewing, the letter was accepted on 25 August 2022. In the following months, individual teams were developing background materials (especially the gap analysis and action plan). In the preparation process, the outcomes of the questionnaire survey among researchers (UoD academic staff) and students of full-time doctoral study programmes, which are available in the final research report and which were introduced to UoD employees, were also used.

List of abbreviations:

DSP	Doctoral Study Programme
HHRO	Head of the Human Resources Office
MoD	Ministry of Defence
MR	Measure of the Rector
RDI	Research, Development and Innovation
VRESA	Vice-Rector for Education and Student Affairs
VRSEA	Vice-Rector for Scientific and Expert Activities