



**University  
of Defence**

Internal Review of the  
Action Plan of implementation  
the Human Resources Strategy  
for Researchers (HRS4R)  
of the University of Defence for  
the period 2023–2025

Brno 2025

## INTRODUCTION

In accordance with the requirements of the European Commission (pan-European initiative Euraxess – Researchers in Motion), an internal review of the Human Resources Strategy for Researchers (HRS4R) of the University of Defence – Action Plan for 2023–2025 was prepared using the following documents:

- Annual Reports on the Activities of the University of Defence for 2023 and 2024 and supporting documents for the Annual Report on the Activities of the University of Defence for 2025,
- updated GAP analysis in 2025,
- results of the questionnaire survey on the satisfaction of employees and students of the University of Defence conducted in 2025,
- updated OTM-R checklist in 2025,
- evaluation of the fulfilment of the Action Plan tasks documented at the Rector-Commander's Council during 2024 and 2025,
- documents on the implementation of the HR Award at the University of Defence.

The Internal Review of the Human Resources Strategy for Researchers (HRS4R) of the University of Defence – Action Plan for 2023–2025 was commented on by members of the University's HR Award Supervisory Committee.

After incorporating the comments, the Internal Review of the Human Resources Strategy for Research (HRS4R) of the University of Defence – Action Plan for 2023–2025 was submitted for review to all members of the Focus Group, the Working/Administrative Group, and the HR Award Supervisory Committee.

The processed Internal Review of the Human Resources Strategy for Researchers (HRS4R) of the University of Defence – Action Plan for 2023–2025 became the basis for the following updated documents:

- Policy on the recruitment, selection, and hiring of personnel involved in scientific and research activities (OTM-R) at the University of Defence,
- Human Resources Strategy for Researchers (HRS4R) at the University of Defence – Action Plan for 2026–2028.

Brno, 12 December 2025



Brigadier General Assoc. Prof. Ing. Jan Farlík, Ph.D.  
Rector-Commandant

# 1 ORGANISATIONAL INFORMATION

Case number: **2022CZ826916**

Name Organisation under review: **University of Defence**

Organisation's contact details: **Kounicova 156/65, Brno, the Czech Republic, 66210, Czech Republic**

<b>STAFF &amp; STUDENTS</b> ( <i>FTE (full-time equivalent)</i> )			
Initial state (2023)		Current state (2025)	
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	503	Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	657
Of whom are international (i.e. foreign nationality)	13	Of whom are international (i.e. foreign nationality)	17
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0	Of whom are externally funded (i.e. for whom the organisation is host organisation)	0
Of whom are women	145	Of whom are women	203
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 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 R2 = in most organisations corresponding with postdoctoral level	252

Of whom are stage R1 = in most organisations corresponding with doctoral level	156	Of whom are stage R1 = in most organisations corresponding with doctoral level	228
Total number of students (if relevant)	1849 (of which 89 are students of doctoral study programmes)	Total number of students (if relevant)	1958 (of which 144 are students of doctoral study programmes)
Total number of staff (including management, administrative, teaching and research staff)	987	Total number of staff (including management, administrative, teaching and research staff))	1137
<b>RESEARCH FUNDING</b> <i>(figures for most recent fiscal year)</i>			
Initial state (2023)	€	Current state (2025)	€
Total annual organisational budget	66293148,59	Total annual organisational budget	59 642 219,88
Annual organisational direct government funding (designated for research)	3698050,12	Annual organisational direct government funding (designated for research)	1 756 597,29
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2267354,99	Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1 390 730,92
Annual funding from private, non-government sources, designated for research	no	Annual funding from private, non-government sources, designated for research	no

<b>ORGANISATIONAL PROFILE</b> (a very brief description of your organisation, max. 100 words)	
Initial state (2023)	Current state (2025)
<p>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.</p>	<p>The University of Defence, the only state military university in the Czech Republic, is an internationally recognised centre of educational, creative, and professional activity in the field of defence and security. The mission of the University is to train military professionals and other university-educated experts working primarily in the field of defence and security of the Czech Republic and countries with which the Czech Republic has international treaty obligations. It is also a research institution under Act No. 341/2005 Coll. and is subject to Act No. 130/2002 Coll. The University is financed from the budget of the Ministry of Defence.</p>

## 2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Note: Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

### ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE

Initial state (2023)

#### STRENGTHS

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.

Freedom of research is guaranteed at the university and ethical principles are respected (to a great extent).

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.

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

Current state (2025)

#### STRENGTHS

Members of the University (employees and students alike) comply with and adhere to the [Code of Ethics of the University of Defence](#). Civilian and military employees and students who are professional soldiers also comply with the *Code of Ethics for Employees of the Ministry of Defence*.

The University guarantees freedom of research and ensures compliance with ethical principles of research.

The University creates an environment that encourages critical thinking and open discussion.

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.

Academic employees are regularly informed about announced competitions, grant calls, training opportunities and workshops, and

<p>agreements, etc.) through the internal application Information Portal of Research, Development and Innovation.</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.</p> <p>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>methodological materials and guidelines facilitating orientation in the field of science and research through the internal Information Portal. The University has a system in place to support and motivate creative activity.</p> <p>Methodological Aid of the Vice-Rector No. 3/2025 establishes the institutional strategy and a system for regularly updating information on research results. The Aid is available to employees on the Information Portal - <i>see also note no. 1. (evaluation task 11.2)</i></p> <p>The University provides ongoing expert commentary on current security and defence issues and makes research results available to the general public and experts in the media, in accordance with rules for the protection of classified and sensitive information.</p> <p>The rules for recognising co-authorship have been updated and clarified by the <i>Methodological Aid of the Vice-Rector No. 2/2025</i>. The Aid is accessible to all university employees and students on the Information Portal (<i>evaluation of tasks 2.1, 2.2, and 2.3</i>).</p> <p>The system for translating and publishing important documents in English has been set up and is being implemented on an ongoing basis. (<i>evaluation of task 8.1</i>)</p>
<p>Initial state (2023)</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 has not yet been achieved in common operational situations at the university.</p>	<p>Current state (2025)</p> <p><b>WEAKNESSES</b></p> <p>Despite the language courses that were implemented, the standard of bilingual communication was not achieved in the University's everyday practice, especially in relation to doctoral students and foreign participants in research activities. Employees are unable to use them effectively – <i>see note no. 2.</i></p>

<p>The university has not elaborated more detailed rules for the recognition of co-authorship, namely in the area of resolving disputes regarding co-authorship</p> <p>So far, the ethical framework of research has not yet been fully established as a standard in the common practice of all researchers.</p> <p>The Open Access process has not been fully completed yet.</p>	<p>Although the rules for recognizing co-authorship have been updated and clarified, including dispute resolution procedures, the academic community is not yet sufficiently familiar with these rules – <i>see note no. 3.</i></p> <p>Despite the implemented measures and effort to ensure that the ethical framework for research becomes the standard practice for all personnel involved in research, this issue requires further action, particularly in the area of awareness raising. (<i>evaluation of tasks 1.2, 1.3</i>)</p> <p>The process of updating and approving the <a href="#">Code of Ethics of the University of Defence</a> by the university's Academic Senate has not been completed.</p> <p>No systematic training is provided on Open Access issues and established principles, including emphasising the need for a balance between openness and the protection of strategically important data – <i>see note no. 4.</i></p> <p>Part of the academic community feels the need to present research results more to the professional public and requires greater support from the university. (<i>evaluation of tasks 11.2, 11.3, 11.4</i>)</p>
<p>Strengths and Weaknesses (Interim Assessment):</p> <p>The strengths have been maintained and developed.</p> <p>1/ The system of open and unrestricted access to research results is defined by <i>Methodological Aid No. 3/2025 of the Vice-Rector for Scientific and Expert Activities on Open Access publishing at the University of Defence</i>. The Aid is available to employees on the <i>Information Portal for Research, Development, and Innovation at the University of Defence</i>. The lack of systematic training on Open Access issues and the harmonisation of principles in this area remain a shortcoming. (<i>evaluation of tasks 11.2, 11.3, and 11.4</i>) At the same time, the University considers the Open Access system to be a potential security risk. The University emphasises the need for a balance between openness and the protection of strategically important data, including the introduction of adequate control mechanisms. Therefore, academic staff and students are made aware of the risks involved in protecting sensitive information related to unauthorised access to information belonging to other parties.</p>	



2/ A system for translating and publishing all important documents in English has been established. This system ensures ongoing translation and publication of registered internal regulations, significant measures taken by the rector, strategic documents, regular annual reports on the University's activities, and HR Award documents through the Development and Management Support Office. Relevant documents are automatically translated and published in both Czech and English. *(evaluation of task 8.1)*

3/ The rules for recognising co-authorship have been updated and clarified, including dispute resolution procedures, as specified in *Methodological Aid of the Vice-Rector for Scientific and Expert Activities No. 2/2025, version 2*. This handbook, accessible to all university employees and students on *the Information Portal for Research, Development, and Innovation at the University of Defence*, was presented at the Rector's Council, and the deans of the faculties were tasked with communicating it to the academic staff. Nevertheless, it can be said that the academic community is not yet sufficiently familiar with these rules. *(evaluation of tasks 2.1, 2.2, 2.3)*

4/ In accordance with European directives and taking into account the current problems of universities in the area of resilience and security, it appears that Open Access is no longer a fully appropriate strategy for sharing the results and outputs of the academic environment of universities and research institutions, with a sensitive impact on security and defence. This problem affects not only our military university, but all universities that face risks associated with the possible misuse of information, especially in the context of international tensions and a deteriorating external security environment.

## RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION

Initial state (2023)

### STRENGTHS

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.

The requirements for applicants are publicly available in individual announcements of job and service vacancies and selection processes on the university's website.

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.

During selection, the aspect of the results in creative activity is balanced with other aspects (in particular, teaching activities, ability and

Current state (2025)

### STRENGTHS

The University follows the principles of equality and non-discrimination. The policy for recruiting and selecting new employees is governed by national legislation, regulations issued by the Ministry of Defence, and university documents governing equal treatment. The requirements for selection commission members and selection procedures are precisely defined and set out in internal regulations and are publicly available.

Requirements for applicants are publicly available in individual announcements of job vacancies and selection procedures on the University's website.

<p>experience with teamwork, experience with knowledge transfer, or the management of researchers depending on the position concerned).</p>	<p>Selection procedures are conducted on the basis of predetermined conditions, whereby candidates' suitability for a specific job or position is assessed.</p> <p>When selecting academic staff, the aspect of creative output is balanced with other aspects (in particular teaching activities, ability and experience with teamwork, experience with knowledge transfer). For non-academic staff, emphasis is placed on professional competence.</p> <p>In accordance with the principles of the OTM-R policy, the University's internal regulation updates the system for providing feedback to all applicants after the selection procedure (in terms of the scope, level of detail, and form of information provided) – see note no. 5. This document also incorporates the requirement to comply with the <a href="#">University's OTM-R policy</a>. <i>(evaluation of task 5.1)</i></p> <p>The University has developed rules for addressing the issue of specific approaches to certain disadvantaged groups of students (students with special learning disabilities), which include.</p> <p>The University of Defence, as a specific institution with an emphasis on military training and discipline, faces certain limitations in its approach to disadvantaged groups of students. However, it strives to create conditions that enable these students to take advantage of available support mechanisms, including time compensation, counselling services, and other forms of assistance, while respecting the demanding military standards and specifics of the studies.</p> <p>New internal university regulations have been established to address specific approaches to students in difficult social situations and students caring for children or a dependent person.</p>
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<p>Initial state (2023)</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>The system for providing feedback to all applicants after the end of the selection process in terms of scope, level of detail and form of information provided has not been updated.</p>	<p>Current state (2025)</p> <p><b>WEAKNESSES</b></p> <p>Rules for addressing the issue of specific approaches to disadvantaged groups of employees and precise rules for managing and accessing novice researchers and disadvantaged groups of employees have not yet been established and institutionalised. <i>(evaluation of task 4.1)</i></p> <p>The relative lack of women in selection committees is an objective consequence of the low representation of women in university positions, which is logically due to the specific environment of the University of Defence as a military university and the general gender composition of the army. Nevertheless, there has been an upward trend in the representation of women in committees in recent years.</p> <p>The appointment of selection commission members is carried out in accordance with the principles of equal opportunities for women and men. Recruitment processes are conducted in accordance with the principles of equal opportunities. <i>(evaluation of tasks 5.3, 9.3)</i></p> <p>Training of HR staff and selection commission chairpersons on the principles of the OTM-R policy has not yet been systematically incorporated into the University's employee training system.</p> <p>There continues to be insufficient use of electronic recruitment tools.</p>
<p>Strengths and Weaknesses (Interim Assessment):</p> <p>The strengths have been maintained and developed.</p>	

5/ The system for providing feedback to all applicants after the selection process in terms of the scope, level of detail, and form of the information provided was updated in 2025 as part of an amendment to the registered internal regulation [Selection Procedure Regulations for Filling of Academic Staff Positions at the University of Defence](#) (see Articles 10 and 12). This document also incorporates the requirement to comply with the [University's OTM-R policy](#). (evaluation of task 5.1)

## WORKING CONDITIONS AND PRACTICES

Initial state (2023)

### STRENGTHS

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.

The principle of seniority related to the number of years of creditable experience is considered in employees when considering their rate of pay within a grade of a salary scale. A service tariff is set for employees in a service relationship in a similar way.

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.

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.

All employees are provided with all the necessary work tools and aids for their work.

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

Current state (2025)

### STRENGTHS

The University's internal regulations comply with legal regulations at the departmental and national levels and with European legal regulations. These regulations govern non-discrimination, ensuring equality, and compliance with other ethical standards in the workplace.

For employees in employment, the principle of seniority is taken into account when assigning them to the salary grade of the relevant salary class, based on the number of years of eligible work experience. Similarly, a service tariff is set for employees in service.

Efforts to provide working conditions that enable all academic staff and doctoral students to harmonise their work and private lives (including caring for children or other household members requiring care) and to work on their career development are also enshrined in the University's strategic documents.

As part of their recreation, university employees may use the University's sports facilities both during and outside working hours.

The University allows the employment of persons with reduced working capacity as army civilians.

<p>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>The University provides services related to creating equal opportunities in access to study in accredited study programmes, primarily through its Counselling Centre.</p> <p>The University has established internal regulations setting out support measures to equalise opportunities for studying at the University. Each employee is equipped with all the necessary work tools and aids for their job.</p> <p>University employees may take advantage of adjusted working hours, creative leave, reduced working hours, and cooperation in the form of agreements on work performed outside of employment. The Czech legal system allows maternity or parental leave to be combined with work.</p> <p>Most academic staff at the University have permanent employment contracts. Employees with fixed-term and permanent employment contracts have the same working conditions.</p> <p>The rules for handling complaints are set in accordance with departmental documents and the principles of natural justice.</p>
<p>Initial state (2023)</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>	<p>Current state (2025)</p> <p><b>WEAKNESSES</b></p> <p>As a state military university, the University of Defence is bound by the remuneration system established by the Ministry of Defence. This system does not work with a systematised postdoctoral position and does not allow the University to create such a position. For this reason, postdoctoral status is irrelevant in the context of the University. <i>(evaluation of task 4.2)</i></p>

	<p>Barrier-free access to university buildings and workplaces is only provided in newly constructed and renovated buildings.</p> <p>The current action plan assumes that barrier-free access will be addressed in renovated buildings in 2026. This issue is therefore included in the revised <a href="#">Action Plan for 2026–2028</a>. (<i>evaluation of tasks 7.3, 7.4</i>)</p> <p>The relatively low representation of women reflects the specific environment of the University of Defence as a military university and the gender composition of the Army as such, and is therefore objectively determined. The proportion of women in leadership positions is approaching the overall proportion of women among the University's academic staff. (<i>evaluation of task 9.2</i>)</p> <p>The process of increasing administrative support for university researchers through digitisation and clear descriptions of agendas and activities has not been completed.</p>
<p>Strengths and Weaknesses (Interim Assessment):</p> <p>The strengths have been maintained and developed.</p>	
<p><b>RESEARCH CAREERS AND TALENT DEVELOPMENT</b></p>	
<p>Initial state (2023)</p> <p><b>STRENGTHS</b></p> <p>Support for continuous development and further education is specified directly the <a href="#">Strategic Intent for Educational and Creative Activities of the University of Defence for the period 2021–2030</a>.</p>	<p>Current state (2025)</p> <p><b>STRENGTHS</b></p> <p>Support for continuous development and further education is set out directly in the <a href="#">Strategic Intent for Educational and Creative Activities of the University of Defence for the period 2021–2030</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 educational events organized by third parties, both within the Ministry of Defence 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 students of doctoral study programmes and their supervisors. These 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 students of doctoral study programmes 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>Support for the career growth of academic staff in the form of systematic lifelong learning is provided through educational events organised by the University and by enabling participation in relevant educational events organised by third parties (both within and outside the Ministry of Defence).</p> <p>Students and employees have access to the University Counselling Centre (which provides psychological, academic, pedagogical, social-legal, legal, and career counselling services to both students and university employees) – see note no. 8. (<i>evaluation of task 4.5</i>)</p> <p>The University has established a system of close cooperation between doctoral students and their supervisors. These students receive ongoing feedback on their research activities, and their individual study plans are continuously monitored by their supervisors.</p> <p>The University organises its own doctoral conferences to develop the skills and research of young scientists. It also offers doctoral students and novice scientists the opportunity to gain initial experience in administrative and research planning and project management.</p> <p>The University offers academic staff professionally and linguistically focused courses in the form of lifelong learning, as well as career courses for professional soldiers.</p> <p>Academic staff and students can take advantage of opportunities for international mobility, particularly within the Erasmus+ programme.</p> <p>All employees and students have the opportunity to use the services of university study rooms and libraries, and free access to the libraries of contractual partners.</p>
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	<p>To evaluate the development of study programmes, the University has established an internal quality assessment system, whose indicators are regularly reviewed and updated.</p> <p>Most academic staff perceive performance evaluation at their workplace as transparent and clear. The University has updated the rules for the classification, evaluation, and assessment of the teaching and creative activities of academic staff – see note no. 6. (<i>evaluation of task 6.1</i>)</p> <p>The university has established an institutional strategy for Open Access – see note no. 7. (<i>evaluation of task 11.2</i>)</p>
<p>Initial state (2023)</p> <p><b>WEAKNESSES</b></p> <p>The rules for the classification, assessment and evaluation of the pedagogical and creative activities of academic staff have not been updated.</p> <p>The rules for the classification, assessment and evaluation of the pedagogical and creative activities of students of doctoral study programmes are not elaborated.</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 students of doctoral study programmes 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>Current state (2025)</p> <p><b>WEAKNESSES</b></p> <p>The University's Strategy for Human Resources Management and Support is currently in the draft and consultation phase. It is not institutionalised and implemented.</p> <p>The rules for the classification, evaluation, and assessment of the pedagogical and creative activities of doctoral students are not elaborated in detail.</p> <p>A prepared employee education system for the university has not yet been institutionalized or implemented. (<i>evaluation of tasks 3.1, 3.4</i>)</p> <p>Academic staff's perception of opportunities for international mobility has deteriorated.</p> <p>No systematic training is provided on Open Access issues and established principles. (<i>evaluation of tasks 11.1, 11.4</i>)</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>	<p>The methodology for advising novice researchers is not sufficiently developed. <i>(see evaluation of task 4.1)</i></p> <p>The University does not have a system of support and motivation in the area of educational activities.</p>
<p>Strengths and Weaknesses (Interim Assessment):</p> <p>The strengths have been maintained and developed.</p> <p>6/ A questionnaire survey (2025), which also covered the issue of the HR Award, showed that overall, favourable assessment still prevails regarding whether performance evaluation at their workplace is sufficiently transparent and clear. Following discussions with faculty representatives, the University took steps to clearly define the rules for classifying and evaluating the teaching and creative activities of academic staff. In discussions with the faculties, the procedural steps, weightings, and point scoring for individual teaching activities and creative activities were specified within the framework of the <i>Information System for the Evaluation of Academic Staff</i> (IS HAP) application – a handbook was published for academic staff, heads of departments/divisions, and the management of faculties, university institutes, and centres. The IS HAP system itself was also modified. As part of the 2025 evaluation, a pilot test of the newly established system will be conducted, which will then be evaluated in cooperation with faculties, institutes, and centres. <i>(see evaluation of task 6.1)</i></p> <p>7/ The institutional strategy for Open Access is set out in <i>Methodological Aid No. 3/2025 of the Vice-Rector for Scientific and Expert Activities on publishing in Open Access mode at the University of Defence</i>. The Aid is available to all university employees and students on the <i>Information Portal for Research, Development, and Innovation at the University of Defence</i>. <i>(evaluation of tasks 11.1 to 11.4)</i></p> <p>8/ Career counselling is offered by the Counselling Centre of the University of Defence to both students and employees and is enshrined in <i>Measure No. 13/2024 of the Rector of the University of Defence, Counselling Centre of the University of Defence</i>. <i>(see evaluation of task 4.5)</i></p>	

**Have any of the priorities for the short- and medium term changed? (max 500 words)**

Yes, it has changed, as evidenced by the newly prepared *Strategic Intent for Educational and Creative Activities of the University of Defence for the period 2026–2031 with an outlook to 2036* and the completely new *University Strategy for Human Resource Management and Support*. Greater emphasis is currently placed on human resource management and support, particularly in terms of staff development and stabilisation, their competencies, needs, and motivation, the development of university infrastructure, and the cultivation of the working environment. Increased attention is also paid to ensuring the quality of the activities performed. Research ethics and its promotion remain in the spotlight. One of the key challenges the University is facing is to work with the Ministry of Defence to find a systemic solution for the successful transfer of creative output to the Ministry of Defence and the Czech Armed Forces in order to support the development of their capabilities. There has been an increased emphasis on building an effective modern information system, including the digitisation of agendas. This was also reflected in the preparation of an update to the University's Strategic Intent and in the preparation of the Human Resources Management and Support Strategy.

**Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)**

The external environment of the University has become more dynamic and changeable.

In 2023, the Ministry of Defence adopted key documents for the University: The *Concept of Defence Applied Research, Development, and Innovation for the period 2023 to 2029*, the *Defence Strategy of the Czech Republic*, the *Concept for the Development of the Czech Armed Forces 2035* and the *Security Strategy of the Czech Republic 2023*. In 2025, *Act No. 111/1998 Coll., on Higher Education Institutions and on Amendments and Supplements to Other Acts (the Higher Education Act)*, was substantially amended, with the amended version taking effect on 1 September 2025. All this reflects changes in the social, economic, technological, and security environment in which the University operates as part of the Ministry of Defence.

Competition among universities is intensifying in the area of attracting and retaining human resources, particularly in terms of remuneration and conditions for creative work.

The amended Higher Education Act placed greater emphasis on the need to pay attention to students in doctoral programmes.

**Are any strategic decisions under way that may influence the action plan? (max 500 words)**

A fundamental amendment to the current [Strategic Intent for Educational and Creative Activities of the University of Defence for the period 2021–2030](#) is being prepared (updated in the form of a new *Strategic Plan for Educational and Creative Activities of the University of Defence for the period 2026–2031 with an outlook to 2036*). The University has taken steps to develop its own Human Resources Management and Support Strategy with an emphasis on:

- incorporation of changes introduced by the amendment to the Higher Education Act of 2025,
- preparation of new accreditations and reaccreditations of study programmes,
- development of modern teaching methods,
- developing care for university employees and developing their competencies, including optimising conditions for education and the development of knowledge and skills in line with the needs of the Ministry of Defence,
- support for international cooperation and participation in international projects (e.g. European Defence Fund (EDF), Technology Agency of the Czech Republic (TACR), Program for the Support of Applied Research and Innovation in the Defence Industry PRODEF, etc.),
- developing infrastructure and securing budgetary support for accredited programmes,
- expanding opportunities for international mobility for students and staff, and promoting the attractiveness of the University in the higher education environment.

### 3 ACTIONS

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also add new objectives.

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

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
	Principle number	Completion	Department, persons	Indicators (number of activities)
<b>1 ETHICAL FRAMEWORK OF RESEARCH</b> <b>The university has an established institutionalized ethical framework for research:</b> <ul style="list-style-type: none"> <li>1.1 to incorporate rules for handling classified and sensitive information in the framework of research activities into the university's Code of Ethics,</li> <li>1.2 to establish principles for processing and dissemination of information that is not classified but is sensitive, including establishing principles for the creation of texts/articles that could contain sensitive information,</li> <li>1.3 to acquaint all academic staff and students of DSP with the ethical framework of research activities at the UoD.</li> </ul>	2, 5, 8	4Q/2024   2Q/2025   4Q/2025	VRSEA (Vice-Rector for Scientific and Expert Activities) in collaboration with HISD (Head of the Information Security Department), LSG (Legal Services Group)	<ul style="list-style-type: none"> <li>Updated Code of Ethics (with specified rules for handling classified and sensitive information during research)</li> </ul> <b>MEASURABLE:</b> <ul style="list-style-type: none"> <li>% of AW and Students of DSP familiar with the updated Code of Ethics</li> <li>% of AW and students of DSP familiar with the principles for creating texts/articles with sensitive information and with the ethical framework of research activities at the UoD</li> <li>Number of incidents dealing with the leakage or misuse of sensitive information in the framework of research activities</li> </ul>

Current status: NEW; **IN PROGRESS**; COMPLETED; EXTENDED

Remarks:

The measure as a whole is being implemented on an ongoing basis, but due to the complexity of the amendments to the [Code of Ethics of the University of Defence](#) and the need to prepare related documents, it was necessary to review the process of amending the [Code of Ethics of the University of Defence](#), which will continue in the next period. The new code is expected to be adopted in 2026, followed by steps to familiarise university employees with this amendment. Despite familiarisation with the principles for working with sensitive information and the ethical framework for research activities at the University, the desired goal was not fully achieved. The issue of familiarisation with the principles for working with sensitive information and with the ethical framework of research activities, therefore, remains an area that requires attention and the adoption of further measures, particularly in the area of education. University rules for recognising co-authorship have been established, including procedures for resolving disputes regarding co-authorship. The rules for recognising co-authorship have not yet been sufficiently communicated, and the academic community has not been sufficiently familiarised with them. In response to the above-mentioned, measures and tasks will be adopted in the updated Action Plan for the period 2026–2028.

Note – Fulfilment of individual tasks:

1.1 The preparation of an amendment to the [Code of Ethics of the University of Defence](#) is included in the University's legislative plans for Q3/2025. Due to the complexity of the amendments, the revision process will continue throughout 2026, when the new code should be approved. Until September 2025, the Ethics Commission of the University of Defence collected suggestions for amendments to the Code, and during September and October 2025, the Commission prepared working proposals for amendments. Towards the end of 2025, the Ethics Commission is preparing the substantive outline for the amendment to the Code. It also follows from the above that measurable indicators (number of academic staff and students familiar with the updated document) could not yet be achieved. **(IN PROGRESS)**

**ONGOING TASK:** Complete the process of updating the Code of Ethics of the University of Defence and its approval by the University's Academic Senate.

*Updated completion: 2Q/2026*

**NEW TASK:** Familiarise all employees and students with the new *Code of Ethics of the University of Defence*.

*Completion: 2Q/2026*

1.2 All doctoral students are familiarised with the principles for working with sensitive information and the ethical framework for research activities at the University as part of the course Methodology of Scientific Work. Academic staff are required to adhere to codes of ethics and principles of good scientific practice. **(COMPLETED)**

1.3 All new employees are familiarised with the [Code of Ethics of the University of Defence](#) as part of their initial training. In November and December 2025, all university employees were enrolled in an e-learning training course entitled "Training on HR Award Issues". It also included familiarisation with the *European Charter for Researchers* and the [Code of Ethics of the University of Defence](#), which includes, among other things, a chapter devoted to creative activity. The number of incidents involving the leakage or misuse of sensitive information in research activities was zero in 2024–2025. However, a questionnaire survey (2025), which also included the issue of the HR Award, showed that 26% of academic staff currently declared awareness of a problem in connection with research ethics, while in 2023, 22% or more of respondents were currently unable to comment on the issue (38% vs. 29% in 2023). Most frequently, they mentioned issues of co-authorship (40% of responses), citation cartels (19%), and the existence of predatory journals (17%). They also mentioned problems that may arise as a result of pressure to publish (12%). A smaller number of academics report specific cases of

<p>misconduct of this kind at the University (7%) and problems with plagiarism (7%). This issue therefore remains a weak point for the University and requires further measures to be taken, particularly in the area of awareness-raising for the revised Action Plan 2026–2028. So far, there has not been much promotion of university rules for recognising co-authorship, including procedures for resolving disputes over co-authorship (see <i>Methodological Aid of the Vice-Rector for Scientific and Expert Activities No. 2/2025, version 2</i>, for resolving potentially problematic situations when identifying publication outputs at the University) and the published <i>Methodological Guidelines for the Application of Principles and Rules for Open Access Publishing at the University of Defence</i>. <a href="#">(IN PROGRESS)</a></p> <p><b>ONGOING TASK:</b> Familiarise all academic staff and doctoral students with the ethical framework for research activities at the University of Defence, including the principles for working with and disseminating information that is not classified but is sensitive, and raise awareness among academic staff and students in this area.</p> <p><i>Updated completion: 2Q/2026</i></p>				
<p><b>2 CO-AUTHORSHIP</b></p> <p><b>The university ensures transparency and fairness in the recognition of co-authorship, and thus contributes to ethical scientific behaviour:</b></p> <ul style="list-style-type: none"> <li>2.1 to update and specify relevant rules for the recognition of co-authorship, incl. procedures for resolving co-authorship disputes,</li> <li>2.2 to publish the rules for the recognition of co-authorship, and thus ensure their availability for all academic staff and students of the university,</li> <li>2.3 to educate researchers on the ethics of co-authorship.</li> </ul>	32	<p>4Q/2024</p> <p>4Q/2024</p> <p>4Q/2026</p>	<p>VRSEA (Vice-Rector for Scientific and Expert Activities) in collaboration with VRESI (Vice-Rector for Education and Student Issues), LSG (Legal Services Group)</p>	<ul style="list-style-type: none"> <li>Updated document containing specific rules for the recognition of co-authorship, incl. procedures for resolving co-authorship disputes</li> </ul> <p>MEASURABLE:</p> <ul style="list-style-type: none"> <li>Number of training sessions/workshops for researchers on co-authorship ethics</li> <li>Number of participants in training sessions/workshops on co-authorship ethics</li> <li>Published rules for the recognition of co-authorship in the university's information system</li> </ul>
<p>Current status: NEW; IN PROGRESS; COMPLETED; <b>EXTENDED</b></p> <p>Remarks:</p> <p>The measures are being implemented in accordance with the Action Plan, and most of the tasks have been completed. In 2026, the last part of the measure (educating researchers in the field of co-authorship ethics) will be implemented – it is transferred to the revised Action Plan for 2026–2028.</p> <p>Note – Fulfilment of individual tasks:</p> <p>2.1 and 2.2 The rules for recognising co-authorship have been updated and specified, including procedures for resolving disputes regarding co-authorship – see <i>Methodological Aid of the Vice-Rector for Scientific and Expert Activities No. 2/2025, version 2</i>, for resolving potentially problematic situations when identifying publication outputs at</p>				

the University. The Aid is available to all university employees and students on the *Information Portal for Research, Development, and Innovation at the University of Defence*. **(COMPLETED)**

The problem with final theses persists: if they are processed for official use, they are not checked for plagiarism because they are stored in the internal army information system for reasons of secrecy. This system is not connected to any software with a public database that allows for checking the originality of such works. Software with a private database is not available. There is a need to create a tool for checking plagiarism in final theses and other copyrighted works intended for official use.

**NEW TASK:** Create and use a plagiarism detection tool for texts in "for official use" mode at the University. In addition to checking final theses, it can also be used for other works, including textbooks, intended for official use and published as part of the University's publishing activities.

*Completion: 4Q/2028*

2.3 The task is planned for 2026. It will be incorporated into the revised *Action Plan for 2026–2028*. **(IN PROGRESS)**

**ONGOING TASK:** Educate researchers on the ethics of co-authorship.

*Updated completion: 4Q/2026*

<p><b>3 EDUCATION AND DEVELOPMENT OF EMPLOYEES</b></p> <p><b>The university uses the system of education and development of researchers:</b></p> <ul style="list-style-type: none"> <li>• 3.1 to implement management training for managers of all levels with a focus on interpersonal aspects (BUR in charge),</li> <li>• 3.2 to implement the education of managers of all levels with a focus on the ethics of scientific work,</li> <li>• 3.3 to implement management training for managers of all levels with a focus on commercialization of the results of creative activities, etc.,</li> <li>• 3.4 to establish the system and create a standard offer of education for researchers (training, e learning activities, etc.) for key topics (e.g. in the field of gender/equal opportunities, personnel, language competences,</li> </ul>	2, 31, 37, 38, 39		<p>VRSEA (Vice-Rector for Scientific and Expert Activities) in collaboration with VRESI (Vice-Rector for Education and Student Issues), BUR (Bursar), HHRO (Head of the Human Resources Office)</p>	<ul style="list-style-type: none"> <li>• Established management education system at the universit</li> <li>• Standard offer of education (training, e learning activities, etc.) for key topics</li> </ul> <p>MEASURABLE:</p> <ul style="list-style-type: none"> <li>• Published document on the establishment of the management education system for managers</li> <li>• Published document on the establishment of the system of regular activities aimed at the education of researchers</li> <li>• Number of educational activities</li> <li>• Number of participants in educational activities</li> </ul> <p>Costs per participant of an educational activity</p>
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<p>strengthening pedagogical skills, using ICT and AI),</p> <ul style="list-style-type: none"> <li>3.5 to establish a system for evaluating educational and development activities for researchers and measuring their effectiveness.</li> </ul>		4Q/2025		
<p>Current status: NEW; IN PROGRESS; COMPLETED; <b>EXTENDED</b></p> <p>Remarks:</p> <p>The task has been only partially completed; some parts of the measures have not been fulfilled. The measure as a whole was incorporated into the revised Action Plan 2026–2028, and more realistic deadlines were set.</p> <p>Note – Fulfilment of individual tasks:</p> <p>3.1 and 3.4 A document with the settings for the management training system for managers has not yet been issued. However, professional training for employees was expanded through the Centre for Pedagogical Competence Development at Masaryk University. In 2025, a pilot project for an education system was implemented: 2 workshops on the topic of "How to build effective teams" (2 x 15 participants), 2 workshops on the topic of "How to engage and win over students in the classroom" (2 x 15 participants), and 2 workshops on the topic of "Acquiring and processing scientific information" (2 x 15 participants); the feedback from participants was evaluated. Based on this, the university employee training system is being developed as a module of the University's Human Resources Management and Support Strategy, which will be institutionalised in 2026 by a methodological guideline at the university level and implemented from 2026 onwards. This module covers the areas of managerial skills, teaching skills, and creative activities. Subsequently, the prepared system will be evaluated and updated. In addition, other educational activities took place in 2025: Webinar on habilitation procedure and professor appointment procedure – Association of University Employees (APUA), online, 1 participant; Open Science in a broader context – APUA, online, 1 participant; News in the field of financial management of projects financed from European funds, in particular the Operational Programme 'Research, Development, Education' and the Operational Programme 'Jan Amos Komenský' – APUA, online, 2 participants; Workshop on Data Management Plan (Open Science), online, organised by the Czech Academy of Sciences, 8 participants; EOSC (European Open Science Cloud) seminar for Data Stewards (Open Science) – 1 participant.</p> <p>Four English language courses were held (one standardised English language course focused on developing presentation skills – JETPRO CM, one English language course for other staff, and two English language courses for academic and other staff of the Military Faculty of Medicine). A total of 31 participants – university employees.</p> <ul style="list-style-type: none"> <li>Number of educational activities: 9</li> <li>Number of participants in educational activities: 44 (<b>IN PROGRESS</b>)</li> </ul> <p>3.2 and 3.3 The task is planned for 2026. It will be incorporated into the revised <i>Action Plan for 2026–2028</i>. (<b>IN PROGRESS</b>)</p> <p><b>ONGOING TASK:</b> Institutionalise the proposed university employee training system as a module of the University's Human Resources Management and Support Strategy, covering the areas of managerial and pedagogical competencies and creative activity</p> <p><i>Updated completion: 1Q/2027</i></p> <p><b>ONGOING TASK:</b> Set up a system and create a standard training programme for developing the language skills of university employees</p> <p><i>Updated completion: 3Q/2027.</i></p>				



3.5 The task was not completed. (EXTENDED)

**POSTPONED TASK:** Establish a system for evaluating educational and development activities for academic staff and measuring their effectiveness.

Updated completion: 4Q/2027

**NEW TASK:** Institutionalise the University's Human Resources Management and Support Strategy by approving it.

Completion: 1Q/2027

**NEW TASK:** Initiate the implementation of the University's Human Resources Management and Support Strategy by approving it and subsequently implementing it.

Completion: 2Q/2027 and 3Q/2028

**NEW TASK:** Introduce a system of support and motivation in the field of educational activities (in the form of a motivation programme).

Completion: 2Q/2027

<p><b>4. CAREER MANAGEMENT OF BEGINNER RESEARCHERS - DOCTORAL STUDY AND POST-DOCTORAL POSITIONS</b>  <b>The university manages the careers of novice researchers and has an established mentor system:</b></p> <ul style="list-style-type: none"> <li>4.1 to finalize the rules of the management and access to novice researchers and disadvantaged groups of employees,</li> <li>4.2 to define the concept of a postdoctoral fellow in a relevant internal regulation/measure of the Rector in connection with national and departmental legislation (VRESI in charge),</li> <li>4.3 to develop individual career plans for each novice researcher which will include goals, stages of development and necessary skills, and regularly update them based on achieved results and changes in goals,</li> <li>4.4 to provide experienced mentors who will support and</li> </ul>	<p>11, 12, 21, 28, 30, 39</p>	<p>4Q/2024</p> <p>2Q/2025</p> <p>4Q/2026</p> <p>2Q/2027</p>	<p>VRSEA (Vice-Rector for Scientific and Expert Activities) in collaboration with VRESI, VRERI (Vice-Rector for External Relations and Internationalization), SEC (Secretary), HHRO, HGCSCV (Head of the Group of Counselling Services and Care for Veterans)</p>	<ul style="list-style-type: none"> <li>Published document considering students with specific needs (VRESI in charge)</li> <li>Published document considering disadvantaged groups of employees working in the field of research</li> <li>Published document specifying the rules for the management of novice researchers and disadvantaged groups of employees</li> <li>Postdoctoral fellows' issues incorporated in relevant internal regulations/measures of the Rector (VRESI in charge)</li> <li>Completed motivational programme for supporting foreign mobility of academic staff and students of DSP (VRERI in charge)</li> </ul> <p><b>MEASURABLE:</b></p> <ul style="list-style-type: none"> <li>Number of employees in postdoctoral fellow positions</li> <li>Evaluation protocols from the annual evaluation of the fulfilment of career plans of novice researchers</li> <li>Average number of novice researchers with an assigned mentor</li> <li>Average length of time novice researchers spend in the mentoring programme</li> <li>Improvements in the performance of novice researchers – changes in the number of publications and conference papers that can be attributed to mentoring (see the performance evaluation logs of career plans)</li> <li>Number of joint mentor meetings</li> <li>Number of activities of the counselling centre in the field of career counselling</li> <li>Number of clients of the counselling centre in the field of career counselling</li> </ul>
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<p>advice novice researchers in their career growth, and organize regular meetings of mentors to exchange their experience,</p> <ul style="list-style-type: none"> <li>4.5 to expand the services of the university's counselling centre with systematically provided career counselling services for academic staff of the university (SEC in charge),</li> <li>4.6 to create organizational and resource conditions for foreign study stays or internships for all graduates of doctoral study programmes of a minimum duration of one month (VRERI in charge).</li> </ul>		1Q/2025		<ul style="list-style-type: none"> <li>Number of requests and % of implemented requests for the services of the counselling centre in the field of career counselling</li> <li>Number and % of graduates of DSP participating in foreign mobility programmes for a minimum duration of one month in a given year</li> </ul>
		2Q/2025		

Current status: NEW; IN PROGRESS; COMPLETED; **EXTENDED**

## Remarks:

Some of the tasks under this measure (introduction of career counselling, mobility of doctoral students) planned for 2024 and 2025 have been completed. The issue of postdoctoral researchers has not been resolved and, for objective reasons, will not be further addressed as it is irrelevant to the University: Given that the University of Defence is a state military university, it is bound by the remuneration system established by the Ministry of Defence, and this system does not work with a systematised postdoctoral position and does not allow the University to create such a position, even if it were to be remunerated from the financial resources of the projects on which it would work. For this reason, the status of a postdoctoral researcher at a university is irrelevant. The solution still needs to be refined in terms of the rules governing management and approach to novice researchers and disadvantaged groups of employees.

Completion of measures transferred to the revised *Action Plan for 2026–2028*.

Note – Fulfilment of individual tasks:

4.1 The University has rules for addressing the issue of specific approach to certain disadvantaged groups of students, which include:

- Methodological Aid from the Vice-Rector for Education and Student Affairs to support students with specific learning disabilities at the University of Defence,
- Methodological Aid from the Vice-Rector for Education and Student Affairs to support gifted students.

- The Evaluation Committee of the Ministry of Education, Youth and Sports for projects under the Jan Amos Komenský Operational Programme recommended funding for the project Adaptation of the University of Defence Environment for Students with Special Needs (implementation 1 March 2025–31 December 2027). The project is currently being implemented.

The following have not yet been established and institutionalised:

- a) rules for addressing the issue of specific approaches to disadvantaged groups of students who face various social, economic, health, or other barriers that may complicate their studies or access to them,
- b) rules for addressing the issue of specific approaches to disadvantaged groups of employees,
- c) precise rules for managing and approaching novice researchers and disadvantaged groups of employees (Methodological Aid from the Vice-Rector for Scientific and Expert Activities *Rules for Managing Novice Researchers and Disadvantaged Groups of Employees at the University of Defence* are currently in the preparatory phase – see the R-C's Council meeting from 26 February 2025). *(IN PROGRESS)*

*ONGOING TASK:* Finalise rules for addressing the issue of specific access for disadvantaged groups of students who face various social, economic, health, or other barriers that may complicate their studies or access to them.

*Updated completion: 3Q/2027*

*ONGOING TASK:* Finalise rules for addressing the issue of specific approaches to disadvantaged groups of employees who face various social, economic, health, or other barriers.

*Updated completion: 2Q/2027*

*ONGOING TASK:* Finalise rules for managing and approaching early-career researchers.

*Updated completion: 1Q/2027*

4.2 The Working/Administrative Group discussed the term "postdoctoral researcher" and forwarded the proposed definition to the Focus Group and Supervisory Committee for verification. The definition has been approved and, in the event of a change in Czech legislation, it will be possible to incorporate it into the selected measure of the rector. This concept remains unanchored in Czech legislation to date and is not addressed even in the latest amendment to Act No. 111/1998 Coll., the Higher Education Act, as amended.

Given that the University of Defence is a state military university, it is bound by the remuneration system established by the Ministry of Defence, and this system does not work with a systematised postdoctoral position and does not allow the University to create such a position, even if it were to be remunerated from the financial resources of the projects on which it would work. For this reason, defining the term "postdoctoral researcher" and establishing procedures and rules for working with this group of researchers at the University is irrelevant. As a state military university, there are therefore no positions specifically created for postdoctoral researchers. Any changes will only be possible once the relevant legislation and internal regulations of the Ministry of Defence have been amended, which is beyond the University's jurisdiction.

*(DISCONTINUED – not relevant due to legislative constraints)*

4.3 and 4.4 The tasks are planned for 2026. They will be incorporated into the revised *Action Plan for 2026–2028*. *(IN PROGRESS)*

*ONGOING TASK:* Develop individual career plans for each beginner researcher, including goals, development stages, and necessary skills, and update them regularly based on achieved results and changes in goals.

*Updated completion: 3Q/2027*

*ONGOING TASK:* Provide experienced mentors who will support and advise early-stage researchers in their career development, organise regular meetings of mentors to exchange experience.

*Updated completion: 4Q/2026*

4.5 The expansion of the services provided by the University of Defence Counselling Centre in the area of career counselling for academic staff was codified in *Rector's Measure No. 13/2024 – Counselling Centre of the University of Defence* (Article 3, Paragraph 7). The expansion of career counselling services for academic staff is limited by the staffing of the counselling centre, the qualifications of the employees providing this type of counselling, and their current workload.

Members of the Counselling Centre (members of the Counselling Services Group and members of the Department of Applied Social and Human Sciences of the Faculty of Military Leadership (K-104)) are involved in the implementation of career counselling. Academic staff clients are primarily offered individual consultations focused on supporting their personal and professional development and self-awareness. At the beginning of 2024, two employees joined the ranks of the counselling centre. They are accredited professional coaches and focus on creating programmes for personal development, individual counselling, and coaching. This creates conditions for further expansion of the Counselling Centre's services in the area of career counselling.

As part of career counselling, group activities were also carried out in 2024–2025: e.g. a one-day workshop entitled "Basics of Coaching" led by an external lecturer, an accredited coach. The workshop focused on the basic principles of coaching, communication skills in coaching, coaching techniques, and self-coaching. There was also a two-day course entitled "Stay Calm – take care of yourself", led by the members of the K-104 counselling centre. The course focused on stress management, understanding the mechanisms of burnout syndrome, and learning to recognise its symptoms in time. Through a combination of theoretical knowledge and practical training, participants acquired skills for maintaining long-term mental well-being and preventing burnout in their professional and personal lives.

Number of activities of the counselling centre in the field of career counselling: 2 (as of 1 December 2025).

Number of clients of the career counselling centre: 34, including 4 academic workers (as of 1 December 2025).

Number of requests and % of requests fulfilled for career counselling services: 34 = 100% (as of 1 December 2025). (COMPLETED)

4.6 The University has created the organisational and resource conditions for the implementation of foreign study stays or internships for all graduates of doctoral study programmes with a minimum duration of one month (during the course of the doctoral study programme). The number of students enrolled in doctoral programmes at the University of Defence as of 31 December 2024, was 136. In 2024, 16 (11.74%) students in the doctoral programme completed mobility lasting at least one month.

The number of students enrolled in doctoral programmes at the University of Defence as of 1 December 2025, was 144. In the first half of 2025, 19 (13.97%) students enrolled in doctoral programmes at the University completed, are currently completing, or will complete a mobility programme lasting at least one month. (COMPLETED)

However, a questionnaire survey (2025), which also included the issue of the HR Award, showed that academic staff's perception of opportunities for international mobility had deteriorated. In a 2023 survey, 80% of respondents believed that their workplace sufficiently supported mobility to foreign institutions; currently, 75% of academic staff surveyed believe this to be the case. Similarly, up to 30% of academic staff currently perceive some obstacles to supporting international mobility, compared to only 18% of them in the previous survey in 2023. Most of the academic staff surveyed identified the main obstacles to foreign mobility as a lack of financial resources (53%), the complexity of administrative procedures (23%), and the time-consuming nature of both the application process and the mobility itself, due to factors such as the need to find replacement teachers (21%). Other academic staff also mention a lack of opportunities and information (19%) and a lack of support from the University—academics often have to arrange everything themselves (16%).

In the second half of 2025, a clear information package was created in the university's information system to increase awareness among academic staff about opportunities for travel within the Erasmus+ programme as well as regular international trips. The role of faculty coordinators for the Erasmus+ programme was also strengthened.

These positions should be viewed in the context of the current Erasmus+ programme and the system for implementing foreign trips financed from so-called regular funds, i.e. funds from the Ministry of Defence budget earmarked to cover the costs of foreign activities:

#### **A) Erasmus+**

1. Academic staff are sent to foreign mobility programmes with the consent of their immediate superior based on the request of the individual interested in mobility, provided that all necessary conditions set nationally for all universities participating in the Erasmus+ program are met.

2. The University's Erasmus+ budget for the 2025 call (i.e. the 2025/2026 academic year) was reduced because it had sent a low number of students and, conversely, a higher number of academic staff in the past. If this trend were to continue, the volume of funds would continue to decline in the coming years. For this reason, the allocated Erasmus+ funds are now distributed to cover the needs of faculties for student mobility for the given academic year, with the main priority being to ensure at least one month of mobility for doctoral students.

3. Due to the necessary prioritisation of student mobility, the budget for staff mobility has been reduced – for example, in call 2024 (from the 2024/2025 academic year), the number of student mobility places allocated was 26, but thanks to the transfer of funds from staff mobility, 43 students have gone abroad so far. Employees were assigned 80 trips, and as of 31 October 2025, 57 trips had been completed.

#### **B) Common funds**

1. For the 2025 calendar year, the University budget has been reduced by approximately one-third compared to the 2024 budget. The total amount allocated to the University was divided transparently into smaller amounts allocated to individual parts of the University, and all senior staff were informed of this fact. An obstacle caused by a lack of funds may be due to the fact that the component in question had a smaller allocated amount at its disposal.

2. The process of organising trips abroad has not changed; it is objectively demanding in terms of both administration and time. However, complex administrative procedures are unavoidable in order to fulfil other tasks required to secure foreign business and work trips for professional soldiers and civilian employees from the Ministry of Defence, the EU, NATO, and, where applicable, individual states. Longer time frame for submitting requests for foreign travel.

3. Support from the University is provided to all academic staff to the maximum extent possible. The personal involvement of academic staff is also necessary for specific tasks during the preparation of a trip abroad. Respondents' dissatisfaction with the support provided by the University may also be related to unpaid advances for trips abroad, which occurs when the request is submitted at short notice and it is objectively impossible to prepare the financial aspects of the trip.

In response to the above facts and with regard to the current settings of the mobility system, new tasks will be proposed for the revised *Action Plan 2026–2028*. (NEW)

**NEW TASK:** Automate administrative processes and optimise internal procedures in the area of mobility so that they are understandable and predictable.

*Completion: 4Q/2027*

**NEW TASK:** Strengthen methodological support in the area of mobility from the economic department.

*Completion: 4Q/2026*

<p><b>5. RECRUITMENT AND SELECTION</b>  <b>The university has a system for the selection and admission process of academic staff in accordance with the OTM R policy of the UoD:</b></p> <ul style="list-style-type: none"> <li>5.1 to update the system of providing feedback to all applicants after the end of the selection procedure in terms of the scope, degree of detail and form of the information provided,</li> <li>5.2 to unify the content on job offer in the English and Czech versions on the UoD website (see also ACTION 8; VRERI in charge),</li> </ul>	<p>5, 13, 14, 15</p>	<p>2Q/2024</p> <p>4Q/2024</p>	<p>BUR in collaboration with VRERI, HHRO, heads of all components/departments</p>	<ul style="list-style-type: none"> <li>Updated document on the selection procedure for filling the positions of academic staff</li> <li>Report on the survey among AW on the implementation of the OTM R policy</li> <li>Established education in the field of OTM-R</li> <li>Elaborated content on job offers in the English language on the UoD website</li> </ul> <p>MEASURABLE:</p> <ul style="list-style-type: none"> <li>Updated job offers on the UoD website published in the English language</li> <li>Number of human resources personnel and chairpersons of selection committees trained in the OTM-R policy</li> </ul>
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<ul style="list-style-type: none"> <li>• 5.3 to support gender-balanced selection boards (see also ACTION 9),</li> <li>• 5.4 to provide training on the OTM-R policy to human resources personnel involved in the selection and admission process of academic staff and chairpersons of selection committees,</li> <li>• 5.5 to conduct a repeated survey among academic staff on the process of the implementation of the OTM-R policy,</li> <li>• 5.6 to create e-recruitment tools to make the application process less burdensome for researchers.</li> </ul>		1Q/2025		<ul style="list-style-type: none"> <li>• Proportion of applicants: o coming from outside the university o coming from abroad o from disadvantaged groups of employees</li> <li>• % of job offers published outside the UoD website</li> <li>• Number of channels for posting job offers outside the UoD website</li> <li>• Statistics of the composition of selection committees</li> <li>• Statistics of complaints in the area of OTM-R policy</li> <li>• Outcomes from the report on the survey among academic staff on the implementation of the OTM-R policy</li> <li>• Ratio of applications for employment submitted through electronic recruitment tools</li> <li>• Ratio of hired employees through electronic recruitment</li> </ul>
		1Q/2025		
		1Q/2026		
		4Q/2027		

Current status: NEW; IN PROGRESS; COMPLETED; **EXTENDED**

Remarks:

The measure has been largely fulfilled, with the investigation having been carried out ahead of schedule in 2025 (compared to the planned date of 2026). Not implemented: creation of a tool for electronic recruitment of employees (planned for 2027). This task will be incorporated into the revised *Action Plan for 2026–2028*.

Note – Fulfilment of individual tasks:

5.1 The University has a system in place for providing feedback to all applicants after the selection process has been completed in terms of the scope, level of detail, and form of the information provided (registered updated internal regulation [Selection Procedure Regulations for Filling of Academic Staff Positions](#)). The principles of the OTM-R policy have also been incorporated into the regulations. **(COMPLETED)**

5.2 The University has a specific status under Act No. 111/1998 Coll., the Higher Education Act, as amended. It is one of the two state universities and the only military university that is part of the organisational unit of the state - the Ministry of Defence. Employees of the University may be persons over 18 years of age who may be assigned to academic or non-academic staff positions. These systematised posts can be divided into service posts, i.e. posts occupied by professional soldiers, and working posts, i.e. posts occupied by civilian employees of the Ministry of Defence.

Act No. 221/1999 Coll., the Act on Professional Soldiers, is applied in the case of professional soldiers, where only a citizen of the Czech Republic can be a professional soldier. In accordance with Act No. 186/2013 Coll., the Act on State Citizenship of the Czech Republic and on Amendments to Certain Acts, it is necessary to demonstrate, among other things, knowledge of the Czech language in order to obtain Czech citizenship. Therefore, recruitment and selection for professional soldiers' posts in English is irrelevant in the context of the above.

The situation with recruitment and selection for civilian employees of the Ministry of Defence is somewhat different. At the Ministry of Defence, and therefore also at the University, it is a common practice that a civilian employee is able to communicate actively in the Czech language. The reason for this is the fact that in the Czech Republic the language of proceedings, in accordance with Act No. 500/2004 Coll., the Administrative Procedure Act, is Czech.

Another limitation is the nature of the jobs, which are classified as restricted or higher.

The exception, which the University accepts when it comes to work positions and lack of knowledge of the Czech language among its civilian employees, is selected jobs at the Language Centre. These are academic staff positions where they conduct accredited and non-accredited teaching in a foreign language. For the positions of such academic staff, recruitment and selection is then carried out in English and measure 5.2 is implemented.

However, despite the above limitations, the content of the English language version of the website and the job offers on the Czech language website are adapted in an appropriate manner for the recruitment of civilian employees.

Conclusion: The University advertises job vacancies for selected academic positions in English as needed.

Average annual proportion of applicants:

- coming from outside the University: 69% on average
- coming from abroad: 6% on average
- from disadvantaged groups of employees: 4% on average (after parental leave, after termination of scientific activity, health restrictions, recent university graduates)

% of job offers published outside the UoD website: 8% on average

Number of channels for publishing job offers outside the University of Defence website: 4 (Ministry of Defence staff information system, Jobs.cz, doarmady.mo.gov.cz, Palacky University Olomouc portal). (COMPLETED)

5.3 The representation of women and men in the selection process at the University is carried out in accordance with the principles of equal opportunities. The relatively low representation of women reflects the specific environment of the University of Defence as a military university and the gender composition of the army as such. However, there is an upward trend in the proportion of women represented on the committees (16% as of 30 June 2025, 22% as of 30 September 2025, and 21% as of 31 October 2025). (COMPLETED)

5.4 Training of HR staff involved in the selection and recruitment process of academic staff and chairpersons of selection commissions in the area of OTM-R policy is carried out in accordance with the registered updated internal regulation "Selection Procedure Regulations for Filling of Academic Staff Positions" (registration 2025). As of 31 October 2025, all HR staff (8 people in total) and 19 chairpersons of selection commissions had been trained on OTM-R policy issues. Further training will be provided on an ongoing basis as needed by the HR department – the system is already in place. (COMPLETED)

Introduce e-learning training for HR staff and selection commission chairpersons on the principles of the OTM-R policy as part of the University's employee training system. (NEW)

5.5 Survey conducted in Q2-Q3 2025 as part of a broader survey focusing on student and employee satisfaction. Final reports ready in September 2025, including the part of the survey related to the HR AWARD. The members of the Focus Group and the Working/Administrative Group were informed about the results of the HR AWARD survey at their meetings (7 and 16 October 2025). After the results of the survey as a whole were presented to the Rector's Council (24 October 2025), all university employees and students were informed of the results in November and December 2025. (COMPLETED)

**NEW TASK:** Conduct a repeated survey among academic staff on the implementation process of the OTM-R policy and reflect its results in the update of the University's OTM-R policy and in the update of the tasks of the Action Plan 2026–2028.

Completion: 2Q/2028

**NEW TASK:** Introduce e-learning training for HR staff and selection committees' chairpersons on the principles of the OTM-R policy.

Completion: 4Q/2026



**NEW TASK:** Conduct regular reviews of the implementation of OTM-R principles by updating the OTM-R checklist (once every two years).

Completion: 4Q/2026

5.6 The task is planned for 2027. It will be incorporated into the revised *Action Plan for 2026–2028*. (IN PROGRESS)

**ONGOING TASK:** Develop tools for electronic recruitment of staff to make the application process less burdensome for researchers.

Updated completion: 4Q/2027

<p><b>6. EVALUATION OF STAFF AND STUDENTS OF DSP</b></p> <p>The university has an updated system for the classification, assessment and evaluation of pedagogical and creative activities for academic staff and students of DSP:</p> <ul style="list-style-type: none"> <li>• 6.1 in connection with the upcoming amendment to the Act on Higher Education Institutions, to carry out a discussion on the existing rules for the classification and evaluation of the pedagogical and creative activities of academic staff and to update these rules as necessary (VRESI in charge),</li> <li>• 6.2 following the upcoming amendment to the Act on Higher Education Institutions, to hold a discussion on the existing rules for the classification and evaluation of the activities of students of DSP and to update these rules as necessary (VRSEA in charge).</li> </ul>	11, 33	3Q/2026	VRESI, VRSEA (Vice-Rector for Scientific and Expert Activities)	<ul style="list-style-type: none"> <li>• Published document with updated rules for the classification and evaluation of pedagogical and creative activities of academic staff</li> <li>• Published document with rules for the classification and evaluation of the activities of students of DSP</li> </ul> <p>MEASURABLE:</p> <ul style="list-style-type: none"> <li>• Number of workshops and seminars on the rules for classifying and evaluating pedagogical and creative activities of academic staff and the total number of their participants</li> <li>• Number of workshops and seminars on the rules for classifying and evaluating the activities of students of DSP and the total number of their participants</li> </ul>
		3Q/2026		

Current status: NEW; **IN PROGRESS**; COMPLETED; EXTENDED

Remarks:

The implementation of measures is guided by the Action Plan for 2026. Discussions with faculties on the existing rules for the classification and evaluation of the teaching and creative activities of academic staff were held in 2025, and these rules were updated as necessary by modifying procedural steps, weightings, and point values for individual teaching and creative activities within the IS HAP and its connection to the annual



evaluation of university employees. Discussions on the existing rules for the classification and evaluation of doctoral students' activities and any updates to these rules will be carried out in accordance with the Action Plan in 2026 (and incorporated into the revised *Action Plan 2026–2028*).

Note – Fulfilment of individual tasks:

6.1 A questionnaire survey (2025), which also covered the issue of the HR Award, showed that overall, favourable assessment still prevails regarding whether performance evaluation at their workplace is sufficiently transparent and clear. Following discussions with faculty representatives, the University took steps to clearly define the rules for classifying and evaluating the teaching and creative activities of academic staff. In discussions with the faculties, the procedural steps, weightings, and point scoring for individual teaching activities and creative activities were specified within the framework of the Information System for the Evaluation of Academic Staff (IS HAP) – a handbook was published for academic staff, heads of departments/divisions, and the management of faculties, university institutes, and centres. The IS HAP system itself has also been modified, and a pilot test of the newly configured system will be conducted as part of the 2025 evaluation, which will then be assessed in cooperation with faculties, institutes, and centres. *(COMPLETED)*

6.2 The task will be carried out in accordance with the Action Plan in 2026. *(IN PROGRESS)*

*ONGOING TASK:* Hold a discussion on the existing rules for the classification and evaluation of the activities of doctoral students and update these rules as necessary.

*Updated completion: 3Q/2026*

*NEW TASK:* Conduct regular reviews of the implementation of OTM-R principles by updating the OTM-R checklist (once every two years).

*Completion: 4Q/2027*

<p><b>7. WORKING CONDITIONS</b>  <b>The university improves working conditions:</b></p> <ul style="list-style-type: none"> <li>7.1 to implement the measures adopted in the Gender Equality Plan of the University of Defence for the period 2022-2030 (VRIMQ in charge),</li> <li>7.2 to procure instruments and other equipment for the researchers' workplaces in accordance with the annual Plan for the implementation of the Strategic Plan for Educational and Creative Activities of the University of Defence for the period 2021-2030</li> <li>7.3 to assess the scope, technical possibilities and financial complexity of the implementation of structural modifications of existing buildings to ensure barrier-</li> </ul>	<p>23, 24</p>	<p>4Q/2024</p> <p>1Q/2025</p> <p>1Q/2026</p>	<p>BUR (Bursar) in collaboration with VRIMQ (Vice-Rector for Internal Management and Quality), VRSEA</p>	<ul style="list-style-type: none"> <li>Gender Equality Plan of the University of Defence for the period 2022-2030 is evaluated and updated annually</li> <li>Annual Plans for the implementation of the Strategic plan of Educational and Creative Activities of the University of Defence for the period 2021-2030 are evaluated</li> <li>Request for building modifications is included in the strategic and planning documents of the Ministry of Defence and the university</li> </ul> <p>MEASURABLE:</p> <ul style="list-style-type: none"> <li>Places provided for employees' children in the university preschool facility</li> <li>Finalized plan for the implementation of building modifications</li> <li>Number and financial value of implemented construction projects</li> <li>Financial value of the purchased instruments and other equipment for researchers' workplaces</li> </ul>
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free access to university buildings and workplaces, • 7.4 to project the implementation of construction modifications of existing buildings to ensure barrier-free access to UoD buildings and workplaces in the strategic and planning documents of the Ministry of Defence and the university.		1Q/2026		
<p>Current status: NEW; IN PROGRESS; COMPLETED; <b>EXTENDED</b></p> <p>Remarks:</p> <p><a href="#">The Gender Equality Plan of the University of Defence for 2022–2030</a> and the annual <a href="#">Implementation Plans for the Strategic Intent for Educational and Creative Activities of the University of Defence for the period 2021–2030</a> (instruments and other equipment) are fulfilled and regularly evaluated in 1Q of the following year. They are evaluated for the year 2024. The evaluation of fulfilment for 2025 will take place in 1Q 2026.</p> <p>In accordance with the Action Plan, part of the tasks under this measure will be addressed in 2026 and will be reflected in the revised <i>Action Plan 2026–2028</i>.</p> <p>Note – Fulfilment of individual tasks:</p> <p><b>7.1</b> <a href="#">The Gender Equality Plan of the University of Defence for the period 2022-2030</a> is evaluated and updated annually. The evaluation for 2024 took place in Q1 2025, and all measures set for 2024 were fulfilled. The evaluation of 2025 will take place in 1Q 2026. (<b>COMPLETED</b>)</p> <p><b>NEW TASK:</b> Implement the measures adopted in the <i>Gender Equality Plan of the University of Defence for the period 2022-2030</i>.  <i>Completion: always in 4Q of the given year</i></p> <p><b>NEW TASK:</b> Approve the University's <i>Human Resources Management and Support Strategy</i>.  <i>Completion: 4Q/2026</i></p> <p><b>NEW TASK:</b> Initiate the implementation of the University's Human Resources Management and Support Strategy by approving it and subsequently implementing it.  <i>Completion: 2Q/2027 and 3Q/2028</i></p> <p><b>NEW TASK:</b> Hold discussions on issues related to establishing and defining the powers of the ombudsman position at the University with a view to establishing it.  <i>Completion: 2Q/2027</i></p> <p><b>7.2.</b> The procurement of instruments and other equipment for research staff is carried out in accordance with the <a href="#">implementation plans of the Strategic Intent for Educational and Creative Activities of the University of Defence for the relevant calendar year</a>.</p> <p>In accordance with the <a href="#">Implementation Plan for the Strategic Intent for Educational and Creative Activities of the University of Defence for the period 2021–2030 for 2024</a>, instruments for research workplaces were purchased from the Ministry of Defence budget in the amount of CZK 79.0 million and from institutional support funds in the total amount of CZK 34.4 million. In accordance with the <a href="#">Implementation Plan for the Strategic Intent for Educational and Creative Activities of the University of Defence for the period 2021–2030 for 2024</a>, instruments for research workplaces were purchased from the Ministry of Defence budget in the amount of CZK 79.0 million and from institutional support funds in the total amount of CZK 34.4 million.</p>				

In accordance with the *Implementation Plan for the Strategic Intent for Educational and Creative Activities of the University of Defence for the period 2021–2030 for 2025*, requirements for the purchase of equipment for research workplaces were prepared from the Ministry of Defence budget in the amount of CZK 192.0 million and from institutional support funds in the total amount of CZK 20.4 million.

The year 2025 in terms of investments and the acquisition of instruments and other equipment for research workplaces will be evaluated in 1Q 2026 as part of the preparation of the *Annual Report on the Activities of the University of Defence for 2025*.

The task will be incorporated as ongoing for the period 2026–2028. **(COMPLETED)**

**NEW TASK:** In accordance with the annual *Implementation Plan of the Strategic Intent for Educational and Creative Activities of the University of Defence for the period 2021–2030*, purchase instruments and other equipment for researchers' workplaces.

*Completion: always in 4Q of the given year*

**NEW TASK:** Implement an electronic system for evaluating teaching support, classroom functionality, and equipment by academic staff (classroom teaching aids, functionality of systems used for teaching).

*Completion: 3Q/2027*

7.3 and 7.4 As part of preparations for the planned construction and renovation of buildings, the inclusion of barrier-free access to university buildings and workplaces was assessed. This requirement will be included in the specifications for the preparation of project documentation to ensure the necessary construction modifications between 2027 and 2033. Barrier-free access has now been enabled as part of the completion of the Logistics Centre construction by installing elevators that allow barrier-free access to the upper floors of the building.

The University received tens of millions of CZK in funding for the Quality project to equip and modernise teaching facilities as part of the Jan Amos Komenský Operational Programme. The project was launched in 2025 and involves a gradual modernisation of classrooms, including furnishing them with furniture and other equipment.

Another project under the Jan Amos Komenský Operational Programme is Specific Needs, which enables adjustments to be made to the working and living environment for gifted students and those with specific needs.

Therefore, this part of the measure will be addressed in 2026 and subsequent years and will be reflected in the revised *Action Plan 2026–2028*.

The task will be incorporated as ongoing for the period 2026–2028. **(POSTPONED)**

**ONGOING TASK:** Assess the scope, technical possibilities, and financial costs of implementing structural modifications to existing buildings to ensure barrier-free access to university buildings and workplaces.

*Updated completion: 4Q/2026*

**POSTPONED TASK:** Reflect the implementation of structural modifications to existing buildings to ensure barrier-free access to university buildings and workplaces in the strategic and planning documents of the Ministry of Defence and the University.

*Updated completion: always in 4Q of the given year*

<p><b>8. USE OF THE ENGLISH LANGUAGE</b>  <b>The university ensures communication not only in Czech, but also in English:</b></p> <ul style="list-style-type: none"> <li>8.1 to complete the translation and publication of all important</li> </ul>	<p>28, 38, 39</p>	<p>4Q/2025</p>	<p>VRERI in collaboration with VRESI, head of all components / departments</p>	<ul style="list-style-type: none"> <li>University's internal regulations, important internal and public documents are available in Czech and English languages</li> <li>The content of the UoD website in Czech and English is compatible in the parts concerning foreign cooperation and communication with foreign students and employees</li> <li>Provision of English language training for employees</li> </ul>
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<p>published documents into the English language, to ensure automatic translation into the English language for new relevant documents,</p> <ul style="list-style-type: none"> <li>• 8.2 to maintain the compatibility of English and Czech versions of <a href="http://www.unob.cz">www.unob.cz</a> in the parts relevant to foreign cooperation and communication with foreign students and employees and regularly update both versions,</li> <li>• 8.3 to expand the implementation of educational activities offered in the English language (VRESI in charge),</li> <li>• 8.4 to implement teaching activities for employees to develop their language skills focusing on the English language (VRESI in charge).</li> </ul>		<p>4Q/2026</p> <p>4Q/2024</p> <p>2Q/ 2025</p>		<p>MEASURABLE:</p> <ul style="list-style-type: none"> <li>• English version of the UoD website updated at least once a year</li> <li>• Number of educational activities carried out in the English language and the number of people who participated in the given activities</li> <li>• Number of teaching activities for employees (English language instruction) and the number of employees who participated in the given educational activities</li> </ul>
<p>Current status: NEW; IN PROGRESS; COMPLETED; <b>EXTENDED</b></p> <p>Remarks:</p> <p>The tasks of this measure are being fulfilled. For new relevant documents, their translation into English and publication are ensured, along with maintaining the consistency of the <a href="#">English version of the University of Defence website</a> with the Czech version (<a href="https://unob.cz/">https://unob.cz/</a>) in all sections relevant to international cooperation and communication with foreign students and staff. Despite activities in the area of language education for university employees, the standard of bilingual communication has not been achieved in everyday university practice, particularly in relation to doctoral students and foreign participants in research activities. This area will be reflected in the revised <i>Action Plan 2026–2028</i>.</p> <p>Note – Fulfilment of individual tasks:</p> <p>8.1 and 8.2 A system for translating and publishing all important documents in English has been set up, and translations and publications are carried out on an ongoing basis – for registered internal regulations, important measures taken by the rector, strategic documents, annual reports on the University's activities, and HR Award documents through the Development and Management Support Office. New relevant documents are automatically translated into English and published in both Czech and English. <b>(COMPLETED)</b></p>				

Task 8.2 for 2025 completed and continuing in 2026. *(COMPLETED)*

*NEW TASK:* Maintain compatibility between the English and Czech versions of the university website in sections relevant to international cooperation and communication with foreign students and employees.

*Completion: always in 4Q of the given year*

8.3 In 2024, the Centre for Security and Military Strategic Studies offered a total of 210 hours of English language training in 3 activities (career courses and accredited training) with a total of 69 participants. The Language Centre held a Presentation Skills in English course for academic staff for 8 participants, an international Joint English Teaching Proficiency course for 8 participants from the University, two English language courses for other university staff (17 participants), and an International Accreditation Seminar for STANAG 6001 exam assessors (8 participants). However, some courses offered by the Language Centre were cancelled before they started due to low interest (Academic Writing in English course and another run of the Presentation Skills in English course). Part of the teaching at the Faculty of Military Leadership is conducted in English. There was also an international exercise called Agile Cub, in which 12 foreign students participated alongside university students. The Faculty of Military Technology implemented four educational activities in English (teaching Mathematics, Aviation Phraseology and Aviation English in accredited study programmes, supervising final thesis in English for students from France within ERASMUS+), which 61 people in total attended. The NBC Defence Institute organised a lecture connected with a demonstration in the field of CBRN (Chemical, Biological, Radio-logical, Nuclear, Explosive) for foreign partners of the Czech Republic requested by the 601st Special Forces Group (20 attendees) and also other lecture activities at Helmut-Schmidt Universität/Universität der Bundeswehr Hamburg in the scope of 12 hours for three persons. The Institute of Intelligence Studies implemented 2 activities for 20 participants; these were lectures on the topics of Open-source Intelligence (2 hours) and Intelligence Methods (2 hours) within the Masaryk University: Summer course on MUNI.

In 2025 (by 31 October), the Centre for Security and Military Strategic Studies offered a workshop entitled Host Nation Support: The Czech Republic as the Second Echelon Country, and an International Course on Acquisition Management, which was attended by American participants. The Centre for Security and Military Strategic Studies, with the participation of military attachés from the US, the UK, Germany, and Poland, held a seminar on "The Defence Policy of Selected NATO Countries" as part of the 43rd General Staff Course. The Faculty of Military Leadership offered four courses and an international military exercise called Agile Cub, which was attended by a total of 24 foreign students. The Faculty of Military Technology carried out five educational activities in English (the ELINT Specialisation Course – 2021 and teaching of Mathematics, Aviation Phraseology, and Aviation English in accredited study programmes). The Military Faculty of Medicine conducted three courses in English (Field Emergency Care, Tactical Combat Casualty Care Combat LifeSaver, and Facility Management VLT – LPZ / Facility Management MA – AG Assets). The Language Centre implemented an Academic Writing Course (5 participants), Joint English Teaching Proficiency (JETPRO) Common Module (4 participants from the University), and Assessment and Evaluation in English Teaching (ASSET) Common Module (Language Centre staff participated as facilitators). In addition, the Language Centre administered STANAG 6001 language exams to a total of 3,574 participants, including many university students and employees. The planned Presentation Skills in English course for academic staff has been cancelled due to low interest. *(COMPLETED)*

8.4 Four English language courses were held (one standardised English language course focused on developing presentation skills – JETPRO CM, one English language course for other staff, and two English language courses for academic and other staff of the Military Faculty of Medicine). In total, there were 31 participants – university employees. However, despite the language courses implemented, the standard of bilingual communication was not achieved in the University's everyday practice, especially in relation to doctoral students and foreign participants in research activities. *(IN PROGRESS)*

*ONGOING TASK:* Implement teaching activities for employees to develop their language skills – focus on English.

*Updated completion: always in 4Q of the given year*

<b>9. EQUAL OPPORTUNITIES</b>	10, 14, 27, 28, 35		VRIMQ in collaboration	<ul style="list-style-type: none"> <li>Gender Equality Plan of the University of Defence for the period 2022-2030 is evaluated and updated annually</li> </ul>
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<p><b>The university declares gender equality and implements activities to support gender balance and the harmonization of work and family life:</b></p> <ul style="list-style-type: none"> <li>• 9.1 to implement the measures adopted in the Gender Equality Plan of the University of Defence for the period 2022-2030,</li> <li>• 9.2 to focus on supporting the representation of women in leading positions and self-governing bodies of the university,</li> <li>• 9.3 to focus on supporting gender-balanced selection committees (see also ACTION 5; BUR in charge).</li> </ul>		<p>4Q/2024</p> <p>4Q/2025</p> <p>2Q/2025</p>	<p>with BUR, management of self-governing bodies; collaboration of VRESI, VRSEA, VRERI, HHRO, heads of components/departments</p>	<ul style="list-style-type: none"> <li>• Places provided for employees' children in the university preschool facility</li> <li>• Questionnaire survey carried out to identify barriers to women's interest in participating in governing bodies, in selection committees, but also in a scientific career, in studying for a Ph.D. degree and other topics</li> </ul> <p>MEASURABLE:</p> <ul style="list-style-type: none"> <li>• % of the implementation of measures of the Gender Equality Plan of the University of Defence for the period 2022-2030 for the given year</li> <li>• Annual evaluation of statistics on the representation of men and women at different levels, in managerial positions and in selection committees</li> <li>• Number of implemented activities (lectures, seminars, workshops) on equal opportunities and the number of participants</li> </ul>
<p>Current status: NEW; IN PROGRESS; COMPLETED; <b>EXTENDED</b></p> <p>Remarks:</p> <p>The measures of the <a href="#">Gender Equality Plan of the University of Defence for the period 2022–2030</a> are being implemented, and the Plan is regularly evaluated in 1Q of the following year. It has been evaluated for the years 2022, 2023, and 2024. The evaluation of fulfilment for 2025 will take place in 1Q 2026.</p> <p>The representation of women and men in selection commissions, in management positions, and in self-governing bodies at the University is in accordance with the principles of equal opportunities. The relatively low representation of women objectively reflects the specific environment of the University of Defence as a military university and the gender composition of the army as such. The proportion of women and men in management positions and self-governing bodies of the University is regularly evaluated in the <a href="#">University's annual report for the relevant calendar year</a>. An evaluation of statistics on the representation of women and men at various levels and in management positions was carried out for 2024 based on data as of 31 December 2024 (comparison with 2023). An evaluation of statistics on the representation of women and men at various levels and in management positions will be carried out as part of the preparation of the <i>Annual Report on the Activities of the University of Defence for 2025</i>, based on data as of 31 December 2025.</p>				

The constant proportion of women is monitored; the percentage is close to the total proportion of women among the University's academic staff and corresponds to the percentage of women in the Czech Army.

Note – Fulfilment of individual tasks:

9.1 The [Gender Equality Plan of the University of Defence for the period 2022–2030](#) is evaluated and updated annually. The evaluation for 2024 took place in 1Q 2025, and all measures set for 2024 were successfully completed. The evaluation for 2025 will take place in 1Q 2026. **(COMPLETED)**

**NEW TASK:** Implement measures adopted in the *Gender Equality Plan of the University of Defence for the period 2022–2030*.

*Completion: always in 4Q of the given year*

9.2 The representation of women and men in the selection process at the University is carried out in accordance with the principles of equal opportunities. The relatively low representation of women reflects the specific environment of the University of Defence as a military university and the gender composition of the army as such. The proportion of women and men in management positions and self-governing bodies of the University is regularly evaluated in the University's annual report for the relevant calendar year. An evaluation of statistics on the representation of women and men at various levels and in management positions was carried out for 2024 based on data as of 31 December 2024 (comparison with 2023). An evaluation of statistics on the representation of women and men at various levels and in management positions will be carried out as part of the preparation of the Annual Report of the University for 2025, based on data as of 31 December 2025.

In 2023 and 2024, a stable representation of women is observed, with the percentage approaching the total proportion of women among the University's academic staff.

Number of implemented activities in 2024 and 2025 (lectures, seminars, workshops) on equal opportunities and the number of participants:

- A course on "Equal Opportunities" was prepared for all members of the University (staff and students) in the second half of the year, through which they had the opportunity to gain insight into gender issues. The course was created in Moodle and divided into thematic areas focused on gender stereotypes, gender-sensitive language and gender-based violence. The purpose of this educational activity was to support the creation and improvement of a fair and open university environment.
- It was possible to participate in the lecture "Bullying of women and men in cyberspace" (20th lecture series on equal opportunities for women and men organised by the State Secretary Division of the Ministry of Defence); 5 participants.
- At the Faculty of Military Leadership, classes are taught in English even for regular students.
- It was possible to participate in the 8th National Conference on Gender and Science, "Social Environment: From Measures to Action," organised by the National Contact Centre for Gender and Science, on the topic of safe and dignified work and study environment with a focus on gender-based violence; number of participants: 2 online.
- As part of primary prevention of risky behaviour, a lecture was held on the topic of "The Principle of Gender Equality within the Ministry of Defence," attended by university employees.
- A lecture was held as part of the bursar's department methodology day, attended by 24 people. **(COMPLETED)**

**NEW TASK:** Promote the representation of women in leadership positions and self-governing bodies of the University.

*Completion: always in 4Q of the given year*

9.3 The representation of women and men in the selection process at the University is carried out in accordance with the principles of equal opportunities. The relatively low representation of women reflects the specific environment of the University of Defence as a military university and the gender composition of the army as such. However, there is an upward trend in the proportion of women represented on the committees (16% as of 30 June 2025, 22% as of 30 September 2025, and 21% as of 31 October 2025). **(COMPLETED)**



**NEW TASK:** Promote gender balance in selection committees.  
**Completion:** always in 4Q of the given year

<p><b>10. ADMINISTRATIVE SUPPORT OF RESEARCHERS</b>  <b>The university develops administrative support for researchers:</b></p> <ul style="list-style-type: none"> <li>• 10.1 to improve the administrative support of university researchers, to ensure a clear description of agendas and activities,</li> <li>• 10.2 to provide sufficient information background (service) in the university's information system, to intensify the electronicization of selected agendas,</li> <li>• 10.3 to provide project consultancy, especially for foreign or multinational projects,</li> <li>• 10.4 to ensure the education of administrative and technical staff providing support to researchers (e.g. in the area of personnel, management, project management and ICT skills).</li> </ul>	<p>8, 10, 23, 38, 39, 40</p>	<p>4Q/2026</p> <p>2Q/2025</p> <p>4Q/2024</p> <p>2Q/2025</p>	<p>VRSEA in collaboration with BUR, HHRO, DDCIS (Director of the Department of Communication and Information Systems), HSRD (Head of the Science and Research Department), managers of the components</p>	<ul style="list-style-type: none"> <li>• Implementation of educational activities for administrative and technical workers in the field of personnel, managerial, project management and ICT skills</li> <li>• Creating process procedures for key agendas and making them available to employees</li> </ul> <p><b>MEASURABLE:</b></p> <ul style="list-style-type: none"> <li>• The number of educational activities offered in the field of personnel, managerial, project management and ICT skills and the number of participants in these educational activities</li> <li>• Methodologies describing process procedures of key agendas are published in the university's information system</li> <li>• Number of advisory consultations provided for foreign or multinational projects</li> </ul>
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Current status: NEW; IN PROGRESS; COMPLETED; **EXTENDED**

Remarks:

The measures are being implemented in accordance with the Action Plan, and most of the tasks have been completed. In 2026, the last part of the measure (improving administrative support for university researchers, ensuring a clear description of agendas and activities) will be implemented – it is transferred to the revised *Action Plan for 2026–2028*.

Note – Fulfilment of individual tasks:

10.1 Implementation, e.g. through increased digitisation, is planned for 2026 – it is transferred to the revised *Action Plan for 2026–2028*. (**EXTENDED**)



**POSTPONED AND REVISED TASK:** Complete the process of strengthening administrative support for university researchers through digitisation and clear descriptions of agendas and activities.

*Updated completion: 3Q/2028*

10.2 The VRSEA's *methodological aid for submitting and managing projects financed from European funds* was approved by the VRSEA after comments from the legal department had been addressed. It is posted on the *Information Portal for Research, Development, and Innovation at the University of Defence*. The Science and Research Department provides academic staff with advisory consultations on planned projects in calls for proposals as needed (in 2025, three advisory consultations on planned projects in calls for proposals were provided at the request of academic staff). **(COMPLETED)**

10.3 Approved documents are published on the *Information Portal for Research, Development, and Innovation* at the University of Defence:

- *Methodological Guideline No. 1/2019 of the VRSEA of the University of Defence in Brno: Processing of Projects Financed from the ESF/ESIF*,

- *Methodological Aid of the VRSEA No. 1/2025 (Version 1.0) for Submitting and Managing Projects Financed from European Funds*.

In accordance with the methodological guideline and methodological aid, project consultants receive ongoing support through the Science and Research Department, the Economic Department (for economic and accounting matters), and the Legal Services Department (for legal issues related to projects), particularly in the case of foreign or international projects. In 2024, advisory support was provided for seven foreign or multinational projects.

In 2025, two advisory consultations were provided for foreign or multinational projects (as of 26 February 2025). **(COMPLETED)**

10.4 In this area, the following activities took place: Webinar on habilitation procedure and professor appointment procedure – APUA, online, 1 participant; Open Science in a broader context – APUA, online, 1 participant; News in the field of financial management of projects financed from European funds, in particular the Operational Programme 'Research, Development, Education' and the Operational Programme 'Jan Amos Komenský' – APUA, online, 2 participants; Workshop on Data Management Plan (Open Science), online, organised by the Czech Academy of Sciences, 8 participants; EOSC seminar for Data Stewards (Open Science) – 1 participant.

- Number of educational activities: 5
- Number of participants in educational activities: 13 **(COMPLETED)**

**NEW TASK:** Based on the collection of requirements and suggestions from users of the *Research, Development, and Innovation Information Portal at the University of Defence*, carry out its fundamental innovation to make it more user-friendly and better reflect the needs and requirements of its users.

*Completion: 1Q/2027*

**NEW TASK:** Optimise the performance of the project office for the benefit of research project investigators.

*Completion: 1Q/2028*

<b>11. POPULARIZATION OF SCIENCE / OPENNESS OF THE SCIENTIFIC ENVIRONMENT</b> <b>The university popularizes science and supports open access to scientific information:</b> <ul style="list-style-type: none"> <li>• 11.1 to provide sufficient information about the possibilities of science popularization and</li> </ul>	8, 9	3Q/2024	VRSEA	<ul style="list-style-type: none"> <li>• Established system for providing information about education in the field of science popularization</li> <li>• Published document for the implementation of publishing in the "open access" mode</li> <li>• Established mechanisms for the regular update of information about "open access" journals in which AWs publish</li> </ul> <p>MEASURABLE:</p>
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<p>education in the field of science promotion,</p> <ul style="list-style-type: none"> <li>• 11.2 to create a document to implement an institutional strategy for publishing in the "open access" mode,</li> <li>• 11.3 to establish the principles of the process of publication of results with the aim of promoting open access to scientific information,</li> <li>• 11.4 to establish mechanisms for regularly updating information on "open access" for researchers.</li> </ul>		<p>4Q/2024</p> <p>4Q/2024</p> <p>1Q/2025</p>		<ul style="list-style-type: none"> <li>• Number of implemented activities (lectures, seminars, workshops) increasing the ability to popularize science and the number of participants</li> <li>• Numbers of AWs who have promoted their research in public</li> <li>• % of AWs and project managers familiar with the principles of publication of results in the "open access" mode</li> <li>• Number of implemented activities (lectures, seminars, workshops) on "open access" and the number of participants</li> <li>• Numbers of results published in the "open access" mode</li> </ul>
<p>Current status: NEW; IN PROGRESS; COMPLETED; <b>EXTENDED</b></p> <p>Remarks:</p> <p>The academic community is not yet sufficiently familiar with the methodological guidelines issued on the application of principles and rules for Open Access publishing at the University. At the same time, an environment has been set up for the systematic publication of external educational activities (lectures, seminars, workshops, and conferences) via the news <i>on the Information Portal for Research, Development, and Innovation at the University of Defence</i>. This step contributes to increasing the competence of academic and non-academic staff in the areas of scientific communication, promotion and popularisation of research, development and innovation, and knowledge transfer. As part of the popularisation of science, Researchers' Night is organised annually for the general public, as well as presentations at events organised by the Ministry of Defence (e.g. the IDET fair), the Ministry of Education, Youth and Sports (e.g. annual science presentations at the Gaudeamus university fairs in Prague), and the South Moravian Region (e.g. annual science presentations at the Gaudeamus university fairs in Brno). A questionnaire survey (2025), which also covered the issue of the HR Award, showed that the number of respondents who currently believe that the results of their research are sufficiently presented to the professional public has decreased (45% vs. 56% in 2023). Therefore, measures and tasks to support the presentation of research results by university researchers will need to be included in the revised Action Plan for 2026–2028.</p> <p>Note – Fulfilment of individual tasks:</p> <p>11.1 On 12 June 2025, a university-wide training session was held for academic and non-academic staff, focusing on developing communication skills and strengthening the ability to effectively popularise science and research results. At the same time, an environment has been set up for the systematic publication of external educational</p>				

activities (lectures, seminars, workshops, and conferences) via the news on the *Information Portal for Research, Development, and Innovation at the University of Defence*. This step contributes to increasing the competence of academic and non-academic staff in the areas of scientific communication, promotion and popularisation of research, development and innovation, and knowledge transfer. As part of the popularisation of science, Researchers' Night is organised annually for the general public, as well as presentations at events organised by the Ministry of Defence (e.g. the IDET fair), the Ministry of Education, Youth and Sports (e.g. annual science presentations at the Gaudeamus university fairs in Prague), and the South Moravian Region (e.g. annual science presentations at the Gaudeamus university fairs in Brno). (COMPLETED)

A questionnaire survey (2025), which also covered the issue of the HR Award, showed that the number of respondents who currently believe that the results of their research are sufficiently presented to the professional public has decreased (45% vs. 56% in 2023). Therefore, measures and tasks to support the presentation of research results by university researchers will need to be included in the revised Action Plan for 2026–2028. (NEW)

**NEW TASK:** Conduct systematic training and awareness-raising among employees on Open Access issues and the established principles of the publication process in order to promote open access to scientific information.

*Completion: 1Q/2027*

11.2 Document issued: *Methodological Aid of the Vice-Rector for Scientific and Expert Activities No. 3/2025 on Open Access Publishing at the University of Defence*. This methodological aid is available on the *Information Portal for Research, Development, and Innovation at the University of Defence*. (COMPLETED)

11.3 Document issued: *Methodological Aid of the Vice-Rector for Scientific and Expert Activities No. 3/2025 on Open Access Publishing at the University of Defence*. This methodological aid is available on the *Information Portal for Research, Development, and Innovation at the University of Defence*. However, a questionnaire survey (2025), which also included the issue of the HR Award, showed that only 40% of academics believe that sufficient conditions are in place at the University for disseminating and sharing the results of their research work (vs. 55% in 2023) and there was a decrease in the number of respondents who currently believe that the results of their research are sufficiently presented to the professional public (45% vs. 56% in 2023). This issue, therefore, remains a weak point for the University and requires further measures to be taken, particularly in the area of awareness-raising for the revised Action Plan 2026–2028. (IN PROGRESS)

**ONGOING TASK:** Support the presentation of research results by university academic staff and doctoral students to the professional public.

*Updated completion: 3Q/2027*

11.4 The University has mechanisms in place for regularly updating information on Open Access for researchers (see *Methodological Aid of the Vice-Rector for Scientific and Expert Activities No. 3/2025 on Open Access Publishing at the University of Defence*). Based on the results for 2025, there are 266 results for Jimp and Jsc in the Register of Information on Results (RIV), of which 200 are in Open Access mode. (COMPLETED)

**The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.**

Please provide the link to the dedicated webpage(s) on your organisation's web site, multiple links must be comma separated

<https://unob.cz/univerzita/zamestnanec/hr-award/>; <https://ud.unob.cz/university/staff/hr-award/>; <https://unob.cz/univerzita/kariera/>;  
<https://ud.unob.cz/university/career/>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress.

### **Comments on the implementation of the OTM-R principles (Initial Phase)**

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.

### Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

The implementation of the OTM-R principles is reviewed every two years through an update of the OTM-R checklist (the last review took place in 4Q 2025).

Due to its military nature, the University has certain specific characteristics that prevent the use of some requirements and indicators in the area of human resources selection that are common at other public universities. This mainly concerns the recruitment of workers from abroad, which is not possible in the case of professional soldiers, who make up a significant part of the University's staff. However, in the case of army civilians, the University's OTM-R policy is applied and promoted.

Currently, the University has a defined OTM-R policy, which was adopted in April 2023 and amended in 2025. It is available in Czech and English (in accordance with the implementation of Measure no.8 of the Action Plan) on the University's website.

The OTM-R policy and its principles are incorporated, as part of the implementation of Measure no. 5 of the Action Plan, into the amended (2025) internal regulation [Selection Procedure Regulations for Filling of Academic Staff Positions at the University of Defence](#), which is thus brought into line with the *European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers*. The regulation is available in Czech and English (in accordance with the implementation of Measure No. 8 of the Action Plan). The University has thus incorporated the principles of the OTM-R policy into its internal legislation.

The OTM-R policy will definitely be incorporated into the forthcoming *Human Resources Management and Support Strategy of the University of Defence*. This strategy should be adopted by the University in 2026.

In 2025, all employees were familiarised with the [OTM-R policy of the University of Defence](#), the *European Charter for Researchers, the Code of Conduct for the Recruitment of Researchers*, and the [Code of Ethics of the University of Defence](#) as part of e-learning training. This training is included as a periodic mandatory course for university employees and is available in Czech and English. At the same time, this issue is also included in the programme of faculty deans' methodological days.

The University has clear rules for appointing selection commissions (see [Selection Procedure Regulations for Filling of Academic Staff Positions at the University of Defence](#)). Based on the implementation of Measure No. 5 of the Action Plan, a requirement for gender neutrality in the composition of the commission was included in the rules in 2025 if this is possible with regard to the position being filled. The appointment of the commission is in the hands of the organiser, who appoints its chairperson. The selection commission consists of five members.

As part of the implementation of Measure no. 5 of the Action Plan, ongoing training of selection commission chairpersons and HR staff is being provided by the University's HR department. Its head is responsible for the training.

A pilot training program for selection commission chairs and HR staff is being prepared for 2026 in the form of e-learning, with subsequent implementation in 2027.

Each member of the selection commission is also required to familiarise themselves with the valid [Selection Procedure Regulations for Filling of Academic Staff Positions at the University of Defence](#) and related measures taken by the rector.

The paid external job portal Jobs.cz, the Ministry of Defence's departmental information system, and the information system of Palacký University in Olomouc, where advertisements for selected positions are posted, are used for e-recruitment. Alternatively, the EURAXESS portal may be used if the nature of the scientific research position allows it. Candidates' contact details for are obtained at conferences, projects, etc. Close cooperation with universities, research institutions, and scientific workplaces is a means of supporting the interests of foreign scientists and academics. This applies both within Europe and beyond. However, the University is significantly limited by national and, in particular, departmental legislation, as it is part of the security department.

The University's career webpages have been available in Czech and English since 2024. International applicants can find information about the University and its research activities on the English version of the university website.

Since 2024, employees in the HR department have had the opportunity to participate in language courses (English language lessons).

A job offer template has been created that contains all the important items – job title, job description, qualification requirements, start date, etc.

Participants in the selection process are subject only to a reasonable administrative burden (in accordance with the [Selection Procedure Regulations for Filling of Academic Staff Positions at the University of Defence](#), the Charter, and the Code), and they are required to submit only basic documents. The University allows the participants to send their documents electronically and submit the originals later.

The University also has a mechanism in place for submitting and handling complaints/objections, which is regulated by departmental and internal administrative acts. The OTM-R quality control system is set up by the above-mentioned internal management acts, and selection procedures are recorded and registered.

The Development and Management Support Office, in cooperation with the Human Resources Office, is responsible for the basic review of legislation relating to the agenda of selection procedures. Further checks may be carried out by the Ethics Commission of the University of Defence (see the [Code of Ethics of the University of Defence](#) and Measure No. 15/2023 of the Rector of the University of Defence, Ethics Commission of the University of Defence), whose jurisdiction covers all categories of university employees.

As part of the implementation of Measure No. 9 of the Action Plan, the University promotes diversity and ensures compliance with the principles of equal opportunities and non-discrimination (see also the [Gender Equality Plan of the University of Defence for the period 2022–2030, as](#)

[amended by the 1st and 2nd updates](#)). To support disadvantaged groups, it offers flexible working hours, the option of part-time or reduced working hours, creates adaptation plans for employees returning after a long work break, etc.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located. Multiple links must be comma separated.

<https://unob.cz/univerzita/zamestnanec/hr-award/>; <https://ud.unob.cz/university/staff/hr-award/>

## 4 IMPLEMENTATION PROCESS

*General overview of the implementation process: (max. 1000 words)*

The HR Award was granted to the University of Defence by the European Commission on 16 January 2024. Subsequently, a proposal for regular quarterly processing and publication of documents on the progress of the HRS4R implementation process was approved.

In August 2024, a plan to create new HR Award teams at the University was presented. These were the Supervisory Committee (hereinafter referred to as SC), the Working/Administrative Group (hereinafter referred to as the W/A Group) and the Focus Group (hereinafter referred to as the FG). The positions within these teams were filled as of 30 November 2024. Emphasis was placed primarily on the composition of the FG, which includes R1-R4 researchers. The aim of the FG is to reflect on the GAP analysis and submit proposals for the implementation and updating of the Action Plan tasks in the implementation process. The issue of HRS4R and the HR Award was discussed six times in 2024, not only at the level of the Working Group (now FG), but also at the level of the Implementation Group (now W/A Group) and the Supervisory Board (now SC), and five times at the level of the Rector's Council.

In January 2025, the tasks of the Action Plan were evaluated and the evaluation was made available to university employees.

At the beginning of 2025, new teams began their work according to a plan prepared in advance. The individual tasks and suggestions discussed by the FG were forwarded to the W/A Group and subsequently submitted to the Supervisory Committee for approval. In this way, topics such as career development (career courses), the concept of a postdoctoral researcher, or the need to create a project department, among many others, were discussed. An important area of discussion for all groups was employee evaluation, the developing area of human resources management strategy, and discussions with the participation of R1–R4 on the current legislative process leading to the issuance of new internal regulations – *Habilitation and Professor Appointment Procedure Regulations at the University of Defence*.

At the end of 2025, all HR Award teams focused their efforts on promoting the principles of the *European Charter and Code*. RC took note of the plan to prepare for the HR Award defence and called for an active approach to the preparation of the internal review and the update of the Action Plan for the next 36 months. Throughout the 24-month period, emphasis was placed on improving working conditions with regard to work-life balance, gender balance and other criteria where applicable, and on expanding the range of counselling services for other categories of employees.



During the 3Q and 4Q of 2025, the FG and W/A Group were asked to review, comment on, and supplement individual outputs for the purposes of defending the HR Award (in particular, updating the GAP analysis, processing the internal review of the Action Plan for 2023–2025 and drafting a revised *Action Plan for 2026–2028*, drafting a new *OTM-R policy for the University of Defence*).

Eight FG meetings, five W/A Group meetings, and six Supervisory Committee meetings were held in 2025. The suggestions from the FG were forwarded to the W/A Group and the outputs were presented to the Supervisory Committee. In 2025, the issue of implementing the HR Award was also discussed every month at the Rector's Council.

As part of raising awareness of the HR Award, on 16 October 2025, during the FMT Methodology Day, an introduction was given to the current status of implementation of the [Human Resources Strategy for Researchers \(HRS4R\) - Action Plan of the University of Defence](#) and the principles of the *European Charter for Researchers*. Emphasis was also placed on introducing all HR Award groups involved in implementing and fulfilling the tasks of the Action Plan.

In November–December 2025, an e-learning course was also prepared for all university employees, in which they were familiarised with key HR Award documents (*European Charter for Researchers – Code of Conduct for the Recruitment of Researchers*, [Code of Ethics of the University of Defence](#), and the valid [HRS4R Action Plan of the University of Defence](#)).

Emphasis will still be placed on improving working conditions with regard to work-life balance, gender balance and other criteria where applicable, and on expanding the range of counselling services for other categories of employees.

Based on the shortcomings identified in the GAP analysis (2025) and the evaluation of the *Action Plan for 2023–2025*, measures and tasks were set out in the new *Action Plan for 2026–2028*. Each year, the fulfilment of the set tasks and measures will be evaluated and, if necessary, revised, or the set objectives will be revised.

The main mission of the entire Action Plan is to improve conditions and the working environment for academic staff and students in doctoral study programmes. The implementation of the proposed measures will be accompanied by the provision of information support in the form of online activities, discussion meetings, and possibly seminars and workshops.

Improvements in information flows will primarily concern ethical issues in research, presentation of results, co-authorship, etc. In the area of human resources, emphasis is placed on openness and transparency, which are prerequisites for good information sharing. The OTM-R policy principles have already been implemented, but these processes will continue to be monitored, evaluated, and improved. In particular, greater attention will be paid to providing consistent feedback to all applicants for job vacancies, improving the adaptation process for new researchers, and, last but not least, improving the process of evaluating, training, and developing academic staff both at the beginning and throughout their careers. Special attention will be paid to doctoral study programmes.

Also, emphasis will be placed on improving working conditions with regard to work-life balance, gender balance.

Attention will be paid to developing the University's readiness for standard operation in a bilingual mode, strengthening administrative and technical support for employees.

The activities of the Action Plan will be accessible to all interested work teams so that they can monitor the progress achieved.

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

### **How have you prepared the internal review?**

Detailed description and duly justification (max. 500 words)

Internal monitoring of the implementation of the HRS4R Action Plan has been and continues to be carried out at the level of the Focus Group, the Working/Administrative Group, and the Supervisory Committee.

The Focus Group and the Working/Administrative Group, which meet regularly, were kept informed of progress in individual activities. At the same time, they provided practical input and, based on an assessment of the status of individual measures, proposed operational adjustments to the timetable or implementation method.

The Supervisory Committee oversees the implementation of the Action Plan as a whole. It has the authority to request additional outputs, refinement of indicators, or proposals for new measures in response to development in the environment or experience gained from implementation.

It was essential to establish indicators for each activity. These indicators were designed to enable a clear assessment of whether the measures and tasks had been fulfilled.

The internal audit also included an evaluation of feedback from employees (survey in 2025, i.e. after two years). Feedback is also provided through annual employee evaluations. This feedback helps to identify areas where the activities carried out are not yet having a sufficient impact on everyday practice.

At least once every two months, the status of implementation of the valid HR Award Action Plan was reported at the Rector's Council meetings.

**How have you involved the research community, your main stakeholders, in the implementation process?**

*Detailed description and duly justification (max. 500 words)*

Due to the approaching deadline for submitting the Internal Review report, information on the fulfilment of individual tasks of the Action Plan was included in the Focus Group and Working/Administrative Group meetings. Presentation of the current status of the Action Plan is part of the joint employment of all university employees (academic and non-academic).

In 2024 and 2025, the academic community was regularly informed about the progress of the HR Award implementation through publicly accessible minutes from the Rector's Council and reports (once every 2-3 months), which were and are published on the University's public website in Czech and English.

In 2025, a survey on the HR Award was conducted among academic staff and doctoral students. The results of the survey were shared with members of all HR Award groups, as well as with the management of faculties, institutes, and centres, and university employees.

The evaluation of the Action Plan for the period 2023-2025, the draft of the new Action Plan for the period 2026-2028, and the draft of the updated OTM-R policy were submitted for discussion and comments to the members of the Focus Group (at the meeting on 12 November 2025), members of the Working/Administrative Group (at the meeting on 13 November 2025), and members of the Supervisory Committee (at the meeting on 22 November 2025). Through members of the Focus Group and the Working/Administrative Group, the academic community was also involved in the assessment of the final evaluation of the current Action Plan (for 2023–2026) and the preparation of a new Action Plan (for 2026–2028) and an update to the [OTM-R policy of the University of Defence](#).

An e-learning activity was organised within the LMS Moodle system to familiarise participants with the main European and university documents in the field of HR Award.

**Do you have an implementation committee and/or steering group regularly overseeing progress?**

*Detailed description and duly justification (max. 500 words)*

YES, the implementation process is supervised by the Supervisory Committee, which regularly monitors progress in the implementation process at its regular meetings, where the responsible persons present the progress made in implementing the Action Plan measures according to the given deadlines. At the same time, it is informed about the activities of the Focus Group and the Working/Administrative Group. The members of the Supervisory Committee are also senior managers of the University. The Supervisory Committee is headed by the Rector of the University.

**Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy.**

*Detailed description and duly justification (max. 500 words)*

In 2023, the OTM-R policy was adopted, covering the process of open, transparent, and merit-based selection. This policy was updated in 2025 based on the OTM-R checklist update. Compliance with the OTM-R recruitment and selection policy will be included in the annual plan of regular inspections of the University's personnel departments and will also be part of the new *Action Plan for the period 2026–2028*. The principles of OTM-R have been incorporated into the internal regulations [Selection Procedure Regulations for Filling of Academic Staff Positions at the University of Defence](#) and are reflected in the University's forthcoming Human Resources Management and Support Strategy.

**How has your organisation ensured that the proposed actions would be also implemented?**

*Detailed description and duly justification (max. 500 words)*

Each proposed action is assigned a project manager who is responsible for its implementation, and cooperation elements are defined. The Supervisory Committee is responsible for monitoring activities, regularly reviewing the implementation of measures and tasks set for the nearest future and evaluating the measures and tasks carried out. Each year, a comprehensive assessment of the progress achieved during the year is carried out and steps are taken to remedy any problems encountered in implementing the measures adopted. The assessment also includes checking compliance with the relevant specified indicators.

At least once every two months, the status of fulfilment of the valid HR Award Action Plan is reported at the Rector's Council meetings.

**How are you monitoring progress (timeline)?**

*Detailed description and duly justification (max. 500 words)*

The indicative schedule is part of the Action Plan. The relevant vice-rector and the HR Award coordinator at the University are responsible for monitoring progress and adherence to the schedule. Regular reports are submitted to the Supervisory Committee and the Rector's Council. [Reports on the implementation progress](#) are prepared regularly (once every 2-3 months) and published on the University's public website in Czech and English.

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

*Detailed description and duly justification (max. 500 words)*

Indicators have been set for the proposed measures and tasks, and their fulfilment will again be regularly monitored and evaluated (at least once every two months). Project managers are appointed to be responsible for the fulfilment of individual tasks and their indicators. Information on progress will be provided to the Supervisory Committee and forwarded to members of the Focus Group and the Working/Administrative Group, as well as to the wider academic community in the form of reports.

Based on ongoing monitoring and annual evaluation, the suitability and effectiveness of this approach to implementing the HRS4R principles will be reviewed. In the event of conflicts arising from time constraints in the implementation of measures, the situation will be assessed on an ad hoc basis and subsequently resolved by the Supervisory Committee.

**How do you expect to prepare for the external review?**

*Detailed description and duly justification (max. 500 words)*

The University is preparing for the external audit on an ongoing basis. All outputs from the implementation of measures (e.g. guidelines, e-learning courses, training, methodologies, minutes from HR Award group meetings, etc.) are archived and recorded and translated into English as needed.

Each activity has an assigned indicator and implementation status, which is clearly recorded in a shared record table, making it easy to track progress.

The University maintains communication openness – all key documents (e.g. OTM-R, Action Plan, implementation reports, etc.) are also available online, thereby supporting the University's transparency towards regulatory bodies and external partners.

Další poznámky/komentáře k navrhovanému postupu provádění: (max. 1000 slov)

The University of Defence, the only military university in the Czech Republic, consists of a rector's office, three faculties, two university institutes, four centres, and a school regiment. It has a total 3,095 people (students of all three levels of university education, academic staff, and other employees – status as of December 1, 2025). Due to its relatively smaller scale compared to other public universities, the HRS4R process at the University is implemented as a whole, rather than in individual components.

The military character of the University predetermines it to set patterns of behaviour in certain areas. Due to the University's direct subordination to the Ministry of Defence, it is not possible to implement measures typical for public universities in certain areas. This determinant had to be kept in mind throughout the entire implementation of HRS4R at the University.

The process of implementing the HR Award proceeded as follows: at regular intervals, the Focus Group, the Working/Administrative Group, and the Supervisory Committee met. Support was provided to all by the Development and Management Support Office under the leadership of the Vice-Rector for Internal Management and Quality (from 1 July 2025, the Vice-Rector for Strategy and Development), who oversaw the entire process at the University.

The broader academic community had the opportunity to learn about receiving the award through information from the Rector's Council, on the University's internal and public websites, and also through mass communication. All relevant European and university documents in the field of the HR Award are available to employees who have been continuously informed about the progress of the HR Award implementation phase in 2024–2025 through published reports. A mandatory training on the HR Award issue was also organised (1.11. – 31. 12. 2025). As of December 11, 2025, 738 people have completed it.

The Action Plan implementation was evaluated regularly (once every 1–2 months). During the 2Q–4Q 2025, the existing Action Plan and the OTM-R checklist were revised, the GAP analysis updated, and the results from the 2025 survey among research staff (university academic staff) and students of full-time doctoral programmes were incorporated. These results are available in the final research report and have been communicated to the university staff. Based on them, an updated [Action Plan for 2026–2028](#) was prepared, and the [OTM-R policy of the University of Defence](#) was updated.