



**University
of Defence**

Human Resources Strategy
for Researchers (HRS4R)
of the University of Defence –
Action Plan
for the period 2026–2028

Brno 2025

INTRODUCTION

Human Resources Strategy for Researchers (HRS4R) at the University of Defence – Action Plan for 2026–2028 was processed based on:

- 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,
- 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.
- updated OTM-R checklist in 2025,
- updated Policy on the recruitment, selection, and appointment of staff involved in scientific research activities (OTM-R) at the University of Defence,
- internal review of the Human Resources Strategy for Researchers (HRS4R) at the University of Defence – Action Plan for 2023–2025.

Human Resources Strategy for Researchers (HRS4R) of the University of Defence – Action Plan for 2026–2028 was commented on by members of the Focus Group, the Working/Administrative Group, and the HR Award Supervisory Committee.

Brno, 12 December 2025

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



1 INFORMATION ABOUT THE UNIVERSITY OF DEFENCE

Name Organisation under review: University of Defence (also "University" in the text)

Organisation's contact details:

University of Defence, Kounicova 155/65, Brno 662 10; <https://unob.cz/>, <https://ud.unob.cz/>

SUBMISSION DATE: DECEMBER 2025

Data valid as of 1. 12. 2025

STAFF & STUDENTS	<i>FTE (full-time equivalent)</i>
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)	17
Of whom are externally funded (i.e. for whom the organisation is a host organisation)	0
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 R2 = in most organisations corresponding with postdoctoral level	252
Of whom are stage R1 = in most organisations corresponding with doctoral level	228
Total number of students (if relevant)	1958 (out of which 144 DSP students)
Total number of staff (including management, administrative, teaching and research staff)	1137
RESEARCH FUNDING <i>(figures for most recent fiscal year)</i>	€
<i>Total annual organisational budget</i>	59.642.219,88 €
<i>Annual organisational direct government funding (designated for research)</i>	1.756.597,29 €
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	1.390.730,92 €
<i>Annual funding from private, non-governmental sources, designated for research</i>	no

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

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.

2 STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

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

Area of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>STRENGTHS</p> <p>Members of the University (employees and students alike) comply with and adhere to the <i>Code of Ethics of the University of Defence</i>. Civilian and military employees and students who are professional soldiers also comply with the <i>Code of Ethics for Employees of the Ministry of Defence</i>.</p> <p>The University guarantees freedom of research and ensures compliance with ethical principles of research.</p> <p>The University creates an environment that encourages critical thinking and open discussion.</p> <p>The guarantees of a professional approach and proper procedures in the field of research are enshrined in the national and MoD legislation and internal regulations; checking mechanisms are used to ensure proper procedures in research activities.</p> <p>Academic employees are regularly informed about announced competitions, grant calls, training opportunities and workshops, and 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.</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.</p>

	<p>The system for translating and publishing important documents in English has been set up and is being implemented on an ongoing basis.</p> <p>WEAKNESSES</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.</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.</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.</p> <p>The process of updating and approving the <u>Code of Ethics of the University of Defence</u> 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.</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.</p>
Recruitment and selection	<p>STRENGTHS</p> <p>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.</p> <p>Requirements for applicants are publicly available in individual announcements of job vacancies and selection procedures on the University's website.</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). This document also incorporates the requirement to comply with the University's OTM-R policy.</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> <p>WEAKNESSES</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.</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.</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>
Working conditions	<p>STRENGTHS</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>As part of their recreation, university employees may use the University's sports facilities both during and outside working hours.</p> <p>The University allows the employment of persons with reduced working capacity as army civilians.</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.</p> <p>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>WEAKNESSES</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.</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 Action Plan for 2026–2028.</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.</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>
Training and development	<p>STRENGTHS</p> <p>Support for continuous development and further education is set out directly in the Strategic Intent for Educational and Creative Activities of the University of Defence for the period 2021–2030.</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).</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> <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.</p> <p>WEAKNESSES</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.</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.</p>
--	--

	<p>The methodology for advising novice researchers is not sufficiently developed.</p> <p>The University does not have a system of support and motivation in the area of educational activities.</p>
--	---

3 ACTIONS

The action plan and HRS4R strategy must be published on an easily accessible location of the organisation's website. Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL: <https://ud.unob.cz/university/staff/equal-opportunities/>; <https://ud.unob.cz/university/staff/hr-award/>

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

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)
Action: 1. ETHICAL FRAMEWORK OF RESEARCH The University has an institutionalised ethical framework for research: <ul style="list-style-type: none"> 1.1 Complete the process of updating the Code of Ethics of the University of Defence and its approval by the University's Academic Senate. 1.2 Familiarise all employees and students with the new <i>Code of Ethics of the University of Defence</i>. 1.3 Familiarise all academic staff and doctoral students with the ethical framework for 	2, 31	2Q/2026 2Q/2026 2Q/2026	VRSEA in collaboration with Ethics Commission, VRSD, ISO	<ul style="list-style-type: none"> Updated Code of Ethics (with specified rules for handling classified and sensitive information during research) Introduction of a mandatory e-learning course on HR Award issues, the ethical framework for research activities, and the new <i>Code of Ethics of the University of Defence</i>, rules for recognising co-authorship <p>MEASURABLE:</p> <ul style="list-style-type: none"> % of academic staff familiar with the new <i>Code of Ethics of the University of Defence</i> % of non-academic staff familiar with the new <i>Code of Ethics of the University of Defence</i> % of doctoral students familiar with the new <i>Code of Ethics of the University of Defence</i> % of bachelor's and master's degree students familiar with the new <i>Code of Ethics of the University of Defence</i>

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.				<ul style="list-style-type: none"> • % of academic staff and doctoral students familiar with the principles for writing texts/articles containing sensitive information and with the ethical framework for research activities at the University • % of academic staff and doctoral students who completed a mandatory • e-learning course on HR Award and the ethical framework of research activities in a given year • Number of educational activities on the ethical framework of research activities at the University of Defence
Action: 2. CO-AUTHORSHIP The University ensures transparency and fairness in the recognition of co-authorship, thereby contributing to ethical scientific conduct: <ul style="list-style-type: none"> • 2.1 Educate researchers on the ethics of co-authorship. • 2.2 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. 	5, 31, 32, 33	4Q/2026 4Q/2028	VRSEA in collaboration with VRESA, VRDI, LSO	<ul style="list-style-type: none"> • A plagiarism checker for texts in "for official use" mode created • Criteria defining plagiarism in relation to educational texts are also specified MEASURABLE: <ul style="list-style-type: none"> • % of texts in "for official use" mode checked by a plagiarism detection tool • Number of training sessions/workshops/courses for researchers on co-authorship ethics • Number of participants in training/workshops/courses on co-authorship ethics

<p>Action: 3. EDUCATION AND DEVELOPMENT OF EMPLOYEES The University uses a system of education and development of researchers:</p> <ul style="list-style-type: none"> • 3.1 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 (under the responsibility of VRSD). • 3.2 Set up a system and create a standard training programme for developing the language skills of university employees (see also Measure 8; responsibility of the VRESA, cooperation with the DLC and HRO). • 3.3 Establish a system for evaluating educational and development activities for academic staff and measuring their effectiveness (managerial competencies – responsibility of VRSD, pedagogical competencies – responsibility of the VRESA, creative activities – responsibility of the VRSEA). • 3.4 Institutionalise the University's Human Resources Management and Support 	<p>24, 28, 31, 37, 38, 39</p>	<p>1Q/2027</p> <p>3Q/2027.</p> <p>4Q/2027</p> <p>1Q/2027</p>	<p>VRSD, VRESA, VRSEA, collaboration DLC, HRO</p>	<ul style="list-style-type: none"> • Institutionalised system of employee training at the university as part of the University's Human Resources Management and Support Strategy (area of managerial and pedagogical competencies and area of creative activity) • University's Human Resources Management and Support Strategy approved • University's Human Resources Management and Support Strategy implemented • A system of education in the area of language skills development for employees with a standard offer established • A document containing the settings for the system of regular educational and development activities for researchers, including rules for measuring their effectiveness, issued • A motivation programme in the field of educational activities for academic staff established • Funds secured for the implementation of a motivational programme in the field of educational activities <p>MEASURABLE:</p> <ul style="list-style-type: none"> • Number of language courses (face-to-face, online) • Number of participants in language courses (face-to-face, online) • Number of educational activities • Number of participants in educational activities • Costs per participant in educational activities
--	-------------------------------	--	---	--

<p>Strategy by approving it (see also Measure 7; responsibility of VRSD).</p> <ul style="list-style-type: none"> 3.5 Initiate the implementation of the University's Human Resources Management and Support Strategy by approving it and subsequently implementing it (see also Measure 7; responsibility of VRSD). 3.6 Introduce a system of support and motivation in the field of educational activities (in the form of a motivation programme) (under the responsibility of the VRESA and VRSEA, collaboration BUR and VRSD). 		<p>2Q/2027</p> <p>4Q/2028</p> <p>2Q/2027</p>		
<p>Action: 4. CAREER MANAGEMENT OF BEGINNER RESEARCHERS AND DOCTORAL STUDENTS</p> <p>The University manages the careers of early-stage researchers and has a mentoring system in place:</p> <ul style="list-style-type: none"> 4.1 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 (under the responsibility of the VRESA). 4.2 Finalise rules for addressing 	<p>11, 18, 28, 29, 39, 40</p>	<p>3Q/2027</p>	<p>VRSEA, VRERI, VRESA, heads of components, HHRO, in collaboration with HLS</p>	<ul style="list-style-type: none"> A document on 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, has been published Published document considering disadvantaged groups of employees working in the field of research An information package on mobility issues in the University's information system created Strengthened role of faculty mobility coordinators Administrative processes in the field of mobility automated A rapid evaluation system for the use of funds by individual components implemented Institutional substitutability supported <p>MEASURABLE:</p> <ul style="list-style-type: none"> Evaluation reports from the annual assessment of the fulfilment of career plans of early-stage researchers % of beginner researchers who have been assigned a mentor

<p>the issue of specific approaches to disadvantaged groups of employees who face various social, economic, health, or other barriers (responsibility of HHRO).</p> <ul style="list-style-type: none"> • 4.3 Finalise rules for managing and approaching early-career researchers (responsibility of the VRSEA). • 4.4 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 (heads of components, cooperation with HHRO). • 4.5 Provide experienced mentors who will support and advise early-stage researchers in their career development, organise regular meetings of mentors to exchange experience (heads of components). • 4.6 Automate administrative processes and optimise internal procedures in the area of mobility so that they are understandable and predictable (responsibility of the VRERI, collaboration the VRDI). • 4.7 Strengthen methodological support in the area of mobility 		2Q/2027		<ul style="list-style-type: none"> • The average time that early-career researchers spend in a mentoring programme • Improved performance of early-career researchers – changes in the number of publications and conference contributions that can be attributed to mentoring (see career plan evaluation reports) • Number of joint meetings of mentors • Number and % of employees participating in foreign mobility programmes in a given year • Number of activities promoting successful examples of employee mobility
		1Q/2027		
		3Q/2027		
		continuous from Q4/2026		
		4Q/2027		
		4Q/2026		

<p>The University has an updated system for classifying, evaluating, and assessing teaching and creative activities for academic staff and doctoral students:</p> <ul style="list-style-type: none"> 6.1 Hold a discussion on the existing rules for the classification and evaluation of the activities of doctoral students and update these rules as necessary. 		4Q/2026	in collaboration with VRESA	<p>MEASURABLE:</p> <ul style="list-style-type: none"> Number of workshops and seminars on the rules for structuring and evaluating the activities of doctoral students and the total number of participants
<p>Action: 7. WORKING CONDITIONS</p> <p>The University is improving working conditions:</p> <ul style="list-style-type: none"> 7.1 Implement the measures adopted in the <i>Gender Equality Plan of the University of Defence for the period 2022-2030</i> (responsibility of VRSD). 7.2 Approve the University's <i>Human Resources Management and Support Strategy</i> (see also Measure 3; responsibility of VRSD). 7.3 Initiate the implementation of the University's Human Resources Management and Support Strategy by approving it and subsequently implementing it (see also Measure 3; responsibility of VRSD). 	23, 24	<p>always in 4Q of the given year</p> <p>4Q/2026</p> <p>2Q/2027</p> <p>4Q/2028</p> <p>2Q/2027</p>	VRSD collaboration with BUR, VRSEA	<ul style="list-style-type: none"> <i>The Gender Equality Plan of the University of Defence for the period 2022–2030</i> is evaluated and updated annually. <i>Annual Implementation Plans for the Strategic Intent for Educational and Creative Activities of the University of Defence for the period 2021–2030</i> are evaluated The request for construction modifications is incorporated into the strategic and planning documents of the Ministry of Defence and the University University's Human Resources Management and Development Strategy approved Implementation of the University's Human Resources Management and Development Strategy launched An application has been introduced for evaluating teaching support, functionality, and equipment in classrooms by academic staff <p>MEASURABLE:</p> <ul style="list-style-type: none"> Assessment of the scope, technical possibilities, and financial costs of implementing structural modifications to existing buildings to ensure barrier-free access prepared A plan for the implementation of construction modifications processed

<ul style="list-style-type: none"> • 7.4 Hold discussions on issues related to establishing and defining the powers of the ombudsman position at the University with a view to establishing it (responsibility of VRSD). • 7.5 In accordance with the annual <i>Implementation Plan of the Strategic Intent for Educational and Creative Activities of the University of Defence for the period 2021–2030</i>, purchase instruments and other equipment for researchers' workplaces (responsibility of BUR). • 7.6 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 (responsibility of BUR, collaboration with VRSD). • 7.7 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 (responsibility of BUR, collaboration with VRSD). • 7.8 Implement an electronic system for evaluating teaching 		<p>always in 4Q of the given year</p> <p>4Q/2026</p> <p>always in 4Q of the given year</p> <p>3Q/2027</p>		<ul style="list-style-type: none"> • Number and financial value of completed construction projects • Financial value of purchased instruments and other equipment for researchers' workplaces • Number of requests submitted using the application for evaluating teaching support, functionality, and equipment in classrooms by academic staff • % of requests submitted using the application for evaluating teaching support, functionality, and equipment in classrooms by academic staff and <ul style="list-style-type: none"> a) resolved within 1 week b) resolved within 1 month
---	--	---	--	---

support, classroom functionality, and equipment by academic staff (classroom teaching aids, functionality of systems used for teaching) (responsibility of BUR, in collaboration with VRDI).				
Action: 8. USE OF THE ENGLISH LANGUAGE The University provides communication not only in Czech but also in English: <ul style="list-style-type: none"> 8.1 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 (responsibility of VRSD, collaboration with VRERI, HHRO, DDCIS). 8.2 Implement teaching activities for employees to develop their language skills – focus on English (see also Action 3; responsibility of VRESA, in cooperation with DLC and HHRO). 	28, 38, 39	<p>always in 4Q of the given year</p> <p>always in 4Q of the given year</p>	VRSD, VRESA collaboration with heads of all components, HHRO	<ul style="list-style-type: none"> Providing English language training for employees Achieving a standard of bilingual communication in everyday university practice in relation to foreign doctoral students and foreign participants in research activities. <p>MEASURABLE:</p> <ul style="list-style-type: none"> Number of training activities for employees (English language teaching) Number of employees who participated in the training activities % of academic staff meeting the requirements of STANAG % of non-academic staff meeting the requirements of STANAG % of employees providing services related to foreign employees and students (SRO and scientific departments of faculties, HRO and personnel department of the MFM, study departments of the University and faculties) meeting the prescribed STANAG requirements
Action: 9. EQUAL OPPORTUNITIES The University declares gender equality and implements activities to promote gender balance and	10, 14, 27, 35		VRSD, HHRO, management of self-governing bodies,	<ul style="list-style-type: none"> <i>The Gender Equality Plan of the University of Defence for the period 2022–2030 is evaluated and updated annually</i> <p>MEASURABLE:</p>

<p>harmonisation of work and family life:</p> <ul style="list-style-type: none"> 9.1 Implement measures adopted in the <i>Gender Equality Plan of the University of Defence for the period 2022–2030</i> (responsibility of VRSD). 9.2 Promote the representation of women in leadership positions and self-governing bodies of the University (responsibility of university management, heads of departments, management of self-governing bodies). 9.3 Promote gender balance in selection committees (responsibility of HHRO). 		<p>always in 4Q of the given year</p> <p>always in 4Q of the given year</p> <p>always in 4Q of the given year</p>	<p>collaboration of vice-rectors, BUR, CH, heads of components, HHRO</p>	<ul style="list-style-type: none"> % of the implementation of measures of the <i>Gender Equality Plan of the University of Defence for the period 2022–2030</i> for the given year Annual evaluation of statistics on the representation of men and women at various levels, in management positions, and on selection committees Number of implemented activities (lectures, seminars, workshops) on equal opportunities and the number of participants
<p>Action: 10. ADMINISTRATIVE SUPPORT OF RESEARCHERS The University is developing administrative support for researchers:</p> <ul style="list-style-type: none"> 10.1 Complete the process of strengthening administrative support for university researchers through digitisation and clear descriptions of agendas and activities. 10.2 Based on the collection of requirements and suggestions from users of the <i>Research, Development, and Innovation Information Portal at the University of Defence</i>, carry out its fundamental innovation to 	<p>4, 23, 39</p>	<p>3Q/2028</p> <p>1Q/2027</p>	<p>VRSEA in collaboration with VRDI, BUR, HHRO, DDCIS, HSRD, heads of components</p>	<ul style="list-style-type: none"> Annual report on the number of digitised processes and their use Implementation of training activities for administrative and technical staff in the areas of human resources, management skills, project management, and information technology Creating procedural guidelines for key agendas in the area of creative activity and making them available to employees Fundamental innovation of the <i>Research, Development, and Innovation Information Portal at the University of Defence</i> <p>MEASURABLE:</p> <ul style="list-style-type: none"> % of digitised processes in the total number of administrative agendas Number of newly introduced electronic forms and workflows (e.g. requests, approvals, reports). Number of methodologies describing key agendas created or updated and published (e.g. methodologies available in the University's information system).

<p>make it more user-friendly and better reflect the needs and requirements of its users.</p> <ul style="list-style-type: none"> 10.3 Optimise the performance of the project office for the benefit of research project investigators. 		1Q/2028		<ul style="list-style-type: none"> Number of employees who confirmed that they had familiarised themselves with the new/updated methodologies Number of training activities offered in the areas of human resources, management skills, project management, and information technology, and number of participants in these training activities Number of projects processed at the UoD level by the project office Number of successfully accepted projects that were processed at the UoD level by the project office Number of advisory consultations provided for foreign or multinational projects Number of successfully accepted national projects Number of successfully accepted international projects
<p>Action: 11. POPULARISATION OF SCIENCE / OPENNESS OF THE SCIENTIFIC ENVIRONMENT The University promotes science and supports open access to scientific information:</p> <ul style="list-style-type: none"> 11.1 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. 11.2 Support the presentation of research results by university academic staff and doctoral students to the professional public. 	8, 9	<p>3Q/2027</p> <p>1Q/2027</p>	VRSEA	<ul style="list-style-type: none"> A system for educating employees and doctoral students on Open Access and the principles of publishing the results of science popularisation at the University established. A system for the presentation of research results by university academic staff and doctoral students to the professional public set. <p>MEASURABLE:</p> <ul style="list-style-type: none"> Number of implemented activities (lectures, seminars, workshops) increasing the ability to popularise science and the number of participants Number of presentation activities to support the presentation of research results by university academic staff and doctoral students to the professional public Number of academic staff who promoted their research to the public % of academic staff and project managers familiar with the principles of publication of results in the "open access" mode Number of implemented activities (lectures, seminars, workshops) on "open access" and the number of participants Numbers of results published in the "open access" mode

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

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 be incorporated into the forthcoming *Human Resources Management and Support Strategy of the University of Defence*. This strategy shall be adopted by the University in 2026.

In 2025, all employees were familiarised with the OTM-R policy, the *European Charter for Researchers, and the Code of Conduct for the Recruitment of Researchers*, 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 committees (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 committee was incorporated into the Regulations in 2025, where possible with regard to the position being filled. The appointment of the committee is in the hands of the organiser, who appoints its chairperson. The selection committee consists of five members.

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

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

Each member of the selection committee is also required to familiarise themselves with the valid [Selection Procedure Regulations for Filling of Academic Staff Positions at the University of Defence](#) and the related measure 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, 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 web pages 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 office have had the opportunity to participate in language courses (English language lessons).

A job offer template 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 (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*), which applies to all categories of 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](#)). 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.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your Organisation's website:

URL: <https://ud.unob.cz/university/staff/hr-award/>

4 IMPLEMENTATION

General overview of the expected implementation process:

Phase 2 of implementation will be a continuation of Phase 1 of the implementation process, which began in January 2024. The teams that have been set up (Focus Group, Working/Administrative Group, and Supervisory Committee) will also participate in the implementation of measures included in the new Action Plan for the period 2026–2028.

The **Supervisory Committee** consists primarily of members of the Rector's Council. The Supervisory Committee meeting is scheduled once every 2–3 months. The Committee will discuss the topics presented, the outputs from the Focus Group and the Working/Administrative Group will be presented, and the status of implementation of the measures and tasks of the Action Plan will be documented. The main task in the area of HR Award is to monitor the achievement of set goals, address strategic issues, comment on and approve proposals for new documents, and other activities related to HR Award.

The **Focus Group** will meet once every two months or as needed to provide suggestions and ideas for the next steps in the process. Its main task will be to comment on submitted materials and provide input for the work of the Working/Administrative Group and for the decisions of the Supervisory Committee. An integral part of the Focus Group members' activities is also the transfer of information between individual academic staff at their workplace and bringing their suggestions back to the Group meetings.

The **Working/Administrative Group** will participate in the preparation of proposals for new documents. It processes all suggestions, proposals, and comments arising primarily from the Focus Group. It submits information on progress achieved, a schedule of individual steps, and drafts of new documents to the Supervisory Committee.

Administrative support is provided by the Development and Management Support Office of the Rector's Office, which is part of the Vice-Rector's Office for Strategy and Development.

The new Action Plan for 2026–2028 sets out activities based on identified gaps according to the assessment in the revised GAP analysis, the revised OTM-R checklist, and the internal review of the Action Plan for 2023–2026. In 2028, the set goals and activities will be evaluated and, if necessary, revised. At the same time, documentation will be prepared for external evaluation.

The main mission of the entire Action Plan is improving the conditions and 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 sessions, and possibly seminars and workshops.

Improvements in information flows will primarily concern ethical issues in research, presentation of outputs, co-authorship, etc. In the area of HR processes, emphasis is placed on openness and transparency, which require good information sharing. The principles of the OTM-R policy are already being applied, but these processes will

continue to be monitored and evaluated. Great emphasis will be placed on the approval and implementation of the *Human Resources Management and Support Strategy of the University of Defence*.

Furthermore, attention will be focused on improving working conditions in relation to the harmonisation of work and family life, with regard to gender balance and, where appropriate, other criteria, and on maintaining a range of advisory services for all categories of employees.

The focus is on providing important documents in bilingual mode and strengthening administrative and technical support for employees so as not to burden them with more administrative tasks than necessary.

Individual planned activities in the Action Plan will be entered into a schedule accessible to all interested working groups and committees, providing an overview of the progress achieved and subsequent activities. They will also be accessible to the wider academic community. The same applies to the regular processing of progress reports.

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

Checklist	* Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	The implementation process will be supervised by the Supervisory Committee, which will regularly monitor progress in the implementation process at its regular meetings, where the persons responsible will present the progress made in implementing the measures of the Action Plan according to the given deadlines. At the same time, it will be informed about the activities of the Focus Group and the Working/Administrative Group. The members of the Supervisory Committee are also senior managers at the University. The Supervisory Committee is headed by the university rector.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	Information on the implementation of individual tasks of the Action Plan will be included in the meetings of the Focus Group and the Working/Administrative Group. A presentation of the current status of the Action Plan will be part of joint meetings of all university employees (academic and non-academic). The academic community will continue to be regularly informed about the progress of implementation through reports (once every 2–3 months), which are

Checklist	* Detailed description and duly justification
	<p>published on the University's public website in Czech and English.</p> <p>In 2027, a survey on the HR Award will be conducted among academic staff and doctoral students.</p> <p>Through members of the Focus Group and the Working/Administrative Group, the academic community will be involved in assessing the evaluation review of the Action Plan (for 2026–2028) and preparing a new Action Plan for the next period, as well as preparing a possible update to the OTM-R policy of the University of Defence.</p> <p>An e-learning activity will be introduced within the Moodle LMS system to familiarise participants with key European and university documents in the field of HR Award.</p>
How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as well as the overarching HR policy.	<p>In April 2023, the OTM-R policy was adopted, covering the process of open, transparent, and merit-based selection. This policy was updated in 2025. Compliance with the OTM-R recruitment and selection policy will be included in the annual plan of regular inspections of the University's HR offices and is part of the Action Plan measures. The principles of OTM-R are incorporated into the internal Selection Procedure Regulations for Filling of Academic Staff Positions at the University of Defence and will be reflected in the University's Human Resources Management and Support Strategy which is being prepared and will subsequently be implemented.</p>
How will you ensure that the proposed actions are implemented?	<p>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</p>

Checklist	* Detailed description and duly justification
	implementing the measures adopted. The assessment also includes checking compliance with the relevant specified indicators.
How will you monitor progress (timeline)?	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?	<p>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 and evaluation of individual tasks and their indicators. Progress is monitored by the Supervisory Committee. This information will then be forwarded to members of the Focus Group and the Working/Administrative Group, and in the form of reports to the wider academic community.</p> <p>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.</p>

Additional remarks/comments about the proposed implementation process:

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 4, 2025, 690 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.