



**University
of Defence**

Action Plan of implementation the Human Resources Strategy for Researchers (HRS4R) of the University of Defence

Brno, November 2023

Updated version after incorporation of comments from the European Commission.

Case number: 819854-873577
Name Organisation under review: University of Defence (also "university" or "UoD" in the text)
Organisation's contact details: University of Defence, Kounicova 155/65, Brno 662 10, www.unob.cz
Submission Date: November 2023

1. ORGANISATIONAL INFORMATION

Data valid as of 12/31/2022

STAFF & STUDENTS	FTE (full-time equivalent)
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	503
Of whom are international (i.e. foreign nationality)	13
Of whom are externally funded (i.e. for whom the organisation is a host organisation)	0
Of whom are women	145
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	125
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	222
Of whom are stage R1 = in most organisations corresponding with doctoral level	156
Total number of students (if relevant)	1 849 (of which 89 are students of doctoral study programmes)
Total number of staff (including management, administrative, teaching and research staff)	987
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	66 293 148,59
Annual organisational direct government funding (designated for research)	3 698 050,12
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2 267 354,99
Annual funding from private, non-governmental sources, designated for research	0
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<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>	

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>Employees and students follow the Code of Ethics of the University of Defence; employees and students and professional soldiers, also follow the Code of Ethics of the Ministry of Defence employees.</p> <p>Freedom of research is guaranteed at the university and ethical principles are respected (to a great extent).</p> <p>The guarantees of a professional approach and proper procedures in the field of research are enshrined in the national and MoD legislation and internal regulations; checking mechanisms are used to ensure proper procedures in research activities.</p> <p>Employees and students have access to various recommendations, instructions and examples of the implementation of research practice and publication activities, including respect for citation standards, as well as models of cooperation contracts (on participation in a project, settlement of the results of the research and development, licence agreements, etc.) through the internal application <i>Information Portal of Research, Development and Innovation</i>.</p> <p>At the university, a process to achieve open and unrestricted access to research results (Open Access) was initiated at the end of 2022. The university continuously provides expert comments on current events, especially in matters of international security, and makes research results available to the general lay public as far as possible with regard to the protection of classified facts and security-sensitive but unclassified information.</p> <p>WEAKNESSES</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>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>Recruitment and selection</p>	<p>STRENGTHS</p> <p>The university follows the principles of equality and non-discrimination. The recruitment and selection policy of new employees is governed by university documents that deal with equal treatment. The requirements for the members of the selection committee are defined and the selection processes are precisely set.</p> <p>The requirements for applicants are publicly available in individual announcements of job and service vacancies and selection processes on the university's website.</p> <p>The selection process is based on predetermined conditions, where the applicants' suitability for doing a specific job or occupying a specific service position is assessed.</p> <p>During selection, the aspect of the results in creative activity is balanced with other aspects (in particular, teaching activities, ability and experience with teamwork, experience with knowledge transfer, or the management of researchers depending on the position concerned).</p> <p>WEAKNESSES</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>Working conditions</p>	<p>STRENGTHS</p> <p>Legal regulations at the national and departmental levels and internal level of the university are in line with European legislation. These regulations address discrimination, equality and other ethical standards in the workplace.</p> <p>The principle of seniority related to the number of years of creditable experience is considered in employees when considering their rate of</p>

	<p>pay within a grade of a salary scale. A service tariff is set for employees in a service relationship in a similar way.</p> <p>Efforts to provide working conditions enabling all academic staff and DSP students to harmonize work and private life (including care for children or other household members requiring care), and to develop their careers are also presented in the UoD strategic documents.</p> <p>The university enables the employment of persons with reduced work capacity as civil employees; in the case of students of non-military study programmes, it considers their specific needs individually.</p> <p>All employees are provided with all the necessary work tools and aids for their work.</p> <p>UoD employees can take advantage of flexible working hours, creative leave, reduced working hours, or cooperation in the form of agreements on work performed outside the employment relationship. The Czech legal system also allows for the combination of maternity or parental leave with work.</p> <p>The majority of academic staff at the UoD have an employment contract for an indefinite period. Employees in fixed-term and indefinite-term employment relationships have comparable working conditions.</p> <p>The rules for dealing with complaints are set in accordance with departmental documents and principles of natural justice.</p> <p>WEAKNESSES</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>Training and development</p>	<p>STRENGTHS</p> <p>Support for continuous development and further education is specified directly in the <i>Strategic Plan for Educational and Creative Activities of the University of Defence for the period 2021-2030.</i></p> <p>Support for the career growth of academic staff in the form of systematic lifelong education is implemented through educational events provided by the UoD, and by enabling participation in relevant</p>

	<p>educational events organized by third parties, both within the 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>WEAKNESSES</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>
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	<p>International mobility programmes are not used sufficiently by academic staff and students.</p> <p>An institutional strategy for the Open Access process is missing.</p> <p>The methodology for mentoring early-career researchers is not sufficiently developed. There is not enough support for academic staff from the counselling centre in the field of career guidance.</p>
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3. ACTION

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

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

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 principles	Timing (at least by a quarter/semester of the year)	Responsible unit	Indicator(s) / Target(s)
	<i>Principle number</i>	<i>Completion</i>	<i>Department, persons</i>	<i>Indicators (number of activities)</i>
<p>1. ETHICAL FRAMEWORK OF RESEARCH</p> <p>The university has an established institutionalized ethical framework for research:</p> <ul style="list-style-type: none"> to incorporate rules for handling classified and sensitive information in the framework of research activities into the university's Code of Ethics, 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, to acquaint all academic staff and students of DSP with the ethical framework of research activities at the UoD. 	2, 5, 8	<p>4Q/2024</p> <p>2Q/2025</p> <p>4Q/2025</p>	<p>VRSEA in collaboration with HISD, LSG</p>	<ul style="list-style-type: none"> Updated Code of Ethics (with specified rules for handling classified and sensitive information during research) <p>MEASURABLE:</p> <ul style="list-style-type: none"> % of AW and Students of DSP familiar with the updated Code of Ethics % 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 Number of incidents dealing with the leakage or misuse of sensitive information in the framework of research activities

Proposed ACTIONS	Gap principles	Timing (at least by a quarter/semester of the year)	Responsible unit	Indicator(s) / Target(s)
<p>2. CO-AUTHORSHIP</p> <p>The university ensures transparency and fairness in the recognition of co-authorship, and thus contributes to ethical scientific behaviour:</p> <ul style="list-style-type: none"> to update and specify relevant rules for the recognition of co-authorship, incl. procedures for resolving co-authorship disputes, to publish the rules for the recognition of co-authorship, and thus ensure their availability for all academic staff and students of the university, to educate researchers on the ethics of co-authorship. 	32	<p>4Q/2024</p> <p>4Q/2024</p> <p>4Q/2026</p>	VRSEA in collaboration with VRESI, LSG	<ul style="list-style-type: none"> Updated document containing specific rules for the recognition of co-authorship, incl. procedures for resolving co-authorship disputes <p>MEASURABLE:</p> <ul style="list-style-type: none"> Number of training sessions/workshops for researchers on co-authorship ethics Number of participants in training sessions/workshops on co-authorship ethics Published rules for the recognition of co-authorship in the university's information system
<p>3. EDUCATION AND DEVELOPMENT OF EMPLOYEES</p> <p>The university uses the system of education and development of researchers:</p> <ul style="list-style-type: none"> to implement management training for managers of all levels with a focus on interpersonal aspects (BUR in charge), to implement the education of managers of all levels with a focus on the ethics of scientific work, to implement management training for managers of all levels with a focus on commercialization of the results of creative activities, etc., 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, strengthening pedagogical skills, using ICT and AI), to establish a system for evaluating educational and development activities for researchers and measuring their effectiveness. 	2, 31, 37, 38, 39	<p>3Q/2025</p> <p>4Q/2026</p> <p>4Q/2026</p> <p>4Q/2025</p> <p>4Q/2025</p>	VRSEA in collaboration with VRESI, BUR, HHRO	<ul style="list-style-type: none"> Established management education system at the university Standard offer of education (training, e-learning activities, etc.) for key topics <p>MEASURABLE:</p> <ul style="list-style-type: none"> Published document on the establishment of the management education system for managers Published document on the establishment of the system of regular activities aimed at the education of researchers Number of educational activities Number of participants in educational activities Costs per participant of an educational activity
<p>4. CAREER MANAGEMENT OF BEGINNER RESEARCHERS - DOCTORAL STUDY AND POST-DOCTORAL POSITIONS</p>	11, 12, 21, 28, 30, 39		VRSEA in collaboration with VRESI, VRERI, SEC, HHRO, HGCSVC	<ul style="list-style-type: none"> Published document considering students with specific needs (VRESI in charge) Published document considering disadvantaged

Proposed ACTIONS	Gap principles	Timing (at least by a quarter/semester of the year)	Responsible unit	Indicator(s) / Target(s)
<p>The university manages the careers of novice researchers and has an established mentor system:</p> <ul style="list-style-type: none"> to finalize the rules of the management and access to novice researchers and disadvantaged groups of employees, 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), 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, to provide experienced mentors who will support and advice novice researchers in their career growth, and organize regular meetings of mentors to exchange their experience, 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), 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). 		4Q/2024		groups of employees working in the field of research
		2Q/2025		<ul style="list-style-type: none"> Published document specifying the rules for the management of novice researchers and disadvantaged groups of employees Postdoctoral fellows' issues incorporated in relevant internal regulations/measures of the Rector (VRESI in charge) Completed motivational programme for supporting foreign mobility of academic staff and students of DSP (VRERI in charge)
		4Q/2026		
		2Q/2027		MEASURABLE:
		1Q/2025		<ul style="list-style-type: none"> Number of employees in postdoctoral fellow positions Evaluation protocols from the annual evaluation of the fulfilment of career plans of novice researchers Average number of novice researchers with an assigned mentor Average length of time novice researchers spend in the mentoring programme 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) Number of joint mentor meetings Number of activities of the counselling centre in the field of career counselling Number of clients of the counselling centre in the field of career counselling Number of requests and % of implemented requests for the services of the counselling centre in the field of career counselling
		2Q/2025		

Proposed ACTIONS	Gap principles	Timing (at least by a quarter/semester of the year)	Responsible unit	Indicator(s) / Target(s)
				<ul style="list-style-type: none"> Number and % of graduates of DSP participating in foreign mobility programmes for a minimum duration of one month in a given year
<p>5. RECRUITMENT AND SELECTION</p> <p>The university has a system for the selection and admission process of academic staff in accordance with the OTM-R policy of the UoD:</p> <ul style="list-style-type: none"> 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, to unify the content on job offer in the English and Czech versions on the UoD website (see also ACTION 8; VRERI in charge), to support gender-balanced selection boards (see also ACTION 9), 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, to conduct a repeated survey among academic staff on the process of the implementation of the OTM-R policy, to create e-recruitment tools to make the application process less burdensome for researchers. 	5, 13, 14, 15	<p>2Q/2024</p> <p>4Q/2024</p> <p>1Q/2025</p> <p>1Q/2025</p> <p>1Q/2026</p> <p>4Q/2027</p>	<p>BUR in collaboration with VRERI, HHRO, heads of all components/ departments</p>	<ul style="list-style-type: none"> Updated document on the selection procedure for filling the positions of academic staff Report on the survey among AW on the implementation of the OTM-R policy Established education in the field of OTM-R Elaborated content on job offers in the English language on the UoD website <p>MEASURABLE:</p> <ul style="list-style-type: none"> Updated job offers on the UoD website published in the English language Number of human resources personnel and chairpersons of selection committees trained in the OTM-R policy Proportion of applicants: <ul style="list-style-type: none"> coming from outside the university coming from abroad from disadvantaged groups of employees % of job offers published outside the UoD website Number of channels for posting job offers outside the UoD website Statistics of the composition of selection committees Statistics of complaints in the area of OTM-R policy Outcomes from the report on the survey among academic staff on the implementation of the OTM -R policy Ratio of applications for employment submitted through electronic recruitment tools

Proposed ACTIONS	Gap principles	Timing (at least by a quarter/semester of the year)	Responsible unit	Indicator(s) / Target(s)
				<ul style="list-style-type: none"> Ratio of hired employees through electronic recruitment
<p>6. EVALUATION OF STAFF AND STUDENTS OF DSP</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"> 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), 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). 	11, 33	<p>3Q/2026</p> <p>3Q/2026</p>	<p>VRESI, VRSEA</p> <ul style="list-style-type: none"> Published document with updated rules for the classification and evaluation of pedagogical and creative activities of academic staff Published document with rules for the classification and evaluation of the activities of students of DSP <p>MEASURABLE:</p> <ul style="list-style-type: none"> 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 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 	
<p>7 WORKING CONDITIONS</p> <p>The university improves working conditions:</p> <ul style="list-style-type: none"> to implement the measures adopted in the Gender Equality Plan of the University of Defence for the period 2022-2030 (VRIMQ in charge), 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 to assess the scope, technical possibilities and financial complexity of the implementation of structural modifications of existing buildings to ensure barrier-free access to university buildings and workplaces, 	23, 24	<p>4Q/2024</p> <p>1Q/2025</p> <p>1Q/2026</p>	<p>BUR in collaboration with VRIMQ, VRSEA</p>	<ul style="list-style-type: none"> Gender Equality Plan of the University of Defence for the period 2022-2030 is evaluated and updated annually 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 Request for building modifications is included in the strategic and planning documents of the Ministry of Defence and the university

Proposed ACTIONS	Gap principles	Timing (at least by a quarter/semester of the year)	Responsible unit	Indicator(s) / Target(s)
<ul style="list-style-type: none"> 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. 				<p>MEASURABLE:</p> <ul style="list-style-type: none"> Places provided for employees' children in the university preschool facility Finalized plan for the implementation of building modifications Number and financial value of implemented construction projects Financial value of the purchased instruments and other equipment for researchers' workplaces
<p>8 USE OF THE ENGLISH LANGUAGE</p> <p>The university ensures communication not only in Czech, but also in English:</p> <ul style="list-style-type: none"> to complete the translation and publication of all important published documents into the English language, to ensure automatic translation into the English language for new relevant documents, to maintain the compatibility of English and Czech versions of www.unob.cz in the parts relevant to foreign cooperation and communication with foreign students and employees and regularly update both versions, to expand the implementation of educational activities offered in the English language (VRESI in charge), to implement teaching activities for employees to develop their language skills focusing on the English language (VRESI in charge). 	28, 38, 39	<p>4Q/2025</p> <p>4Q/2026</p> <p>4Q/2024</p> <p>2Q/ 2025</p>	<p>VRERI in collaboration with VRESI, head of all components / departments</p>	<ul style="list-style-type: none"> University's internal regulations, important internal and public documents are available in Czech and English languages 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 Provision of English language training for employees <p>MEASURABLE:</p> <ul style="list-style-type: none"> English version of the UoD website updated at least once a year Number of educational activities carried out in the English language and the number of people who participated in the given activities Number of teaching activities for employees (English language instruction) and the number of employees who participated in the given educational activities
<p>9 EQUAL OPPORTUNITIES</p> <p>The university declares gender equality and implements activities to support gender balance and the harmonization of work and family life:</p>	10, 14, 27, 28, 35		<p>VRIMQ in collaboration with BUR, management of self-governing bodies;</p>	<ul style="list-style-type: none"> Gender Equality Plan of the University of Defence for the period 2022-2030 is evaluated and updated annually Places provided for employees' children in the university preschool facility

Proposed ACTIONS	Gap principles	Timing (at least by a quarter/semester of the year)	Responsible unit	Indicator(s) / Target(s)
<ul style="list-style-type: none"> to implement the measures adopted in the Gender Equality Plan of the University of Defence for the period 2022-2030, to focus on supporting the representation of women in leading positions and self-governing bodies of the university, to focus on supporting gender-balanced selection committees (see also ACTION 5; BUR in charge). 		<p>4Q/2024</p> <p>4Q/2025</p> <p>2Q/2025</p>	collaboration of VRESI, VRSEA, VRERI, HHRO, heads of components/ departments	<ul style="list-style-type: none"> 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 <p>MEASURABLE:</p> <ul style="list-style-type: none"> % of the implementation of measures of the Gender Equality Plan of the University of Defence for the period 2022-2030 for the given year Annual evaluation of statistics on the representation of men and women at different levels, in managerial positions and in selection committees Number of implemented activities (lectures, seminars, workshops) on equal opportunities and the number of participants
<p>10 ADMINISTRATIVE SUPPORT OF RESEARCHERS</p> <p>The university develops administrative support for researchers:</p> <ul style="list-style-type: none"> to improve the administrative support of university researchers, to ensure a clear description of agendas and activities, to provide sufficient information background (service) in the university's information system, to intensify the electronicization of selected agendas, to provide project consultancy, especially for foreign or multinational projects, 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). 	8, 10, 23, 38, 39, 40	<p>4Q/2026</p> <p>2Q/2025</p> <p>4Q/2024</p> <p>2Q/2025</p>	VRSEA in collaboration with BUR, HHRO, DDCIS, HSRD, managers of the components	<ul style="list-style-type: none"> Implementation of educational activities for administrative and technical workers in the field of personnel, managerial, project management and ICT skills Creating process procedures for key agendas and making them available to employees <p>MEASURABLE:</p> <ul style="list-style-type: none"> 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 Methodologies describing process procedures of key agendas are published in the university's information system Number of advisory consultations provided for

Proposed ACTIONS	Gap principles	Timing (at least by a quarter/semester of the year)	Responsible unit	Indicator(s) / Target(s)
				foreign or multinational projects
<p>11 POPULARIZATION OF SCIENCE / OPENNESS OF THE SCIENTIFIC ENVIRONMENT</p> <p>The university popularizes science and supports open access to scientific information:</p> <ul style="list-style-type: none"> to provide sufficient information about the possibilities of science popularization and education in the field of science promotion, to create a document to implement an institutional strategy for publishing in the "open access" mode, to establish the principles of the process of publication of results with the aim of promoting open access to scientific information, to establish mechanisms for regularly updating information on "open access" for researchers. 	8, 9	<p>3Q/2024</p> <p>4Q/2024</p> <p>4Q/2024</p> <p>1Q/2025</p>	VRSEA	<ul style="list-style-type: none"> Established system for providing information about education in the field of science popularization Published document for the implementation of publishing in the "open access" mode Established mechanisms for the regular update of information about "open access" journals in which AWs publish <p>MEASURABLE:</p> <ul style="list-style-type: none"> Number of implemented activities (lectures, seminars, workshops) increasing the ability to popularize science and the number of participants Numbers of AWs who have promoted their research in public % of AWs 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.

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

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

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

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

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

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

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

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

[Policy for the selection and recruitment of personnel participating in scientific research activities \(OTM-R\) at the University of Defence](#)

4. IMPLEMENTATION

General overview of the expected implementation process:

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

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

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

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

In the action plan, activities were set up according to the gaps identified in the gap analysis for the four-year period (i.e., until the end of 2027). In the years 2025 and 2027, the evaluation will be carried out, and, if necessary, a subsequent revision of the set goals and activities will follow.

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

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

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

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

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

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

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	The Supervisory Committee (i.e. RC's Board) will regularly monitor the progress of the implementation process at its regular meetings, where the responsible persons will present the progress in the implementation of the corrective measures of the action plan according to the given dates.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	The implementation process will be guaranteed by meetings of managers at all levels, seminars, workshops, online activities, presentations, questionnaire surveys, and through informing and using the cooperation of the university's self-governing bodies. A repeated survey among academic staff and students of doctoral study programmes will be carried out in 2025 and thereafter at a frequency of once in every three years.
How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as well as the overarching HR policy.	In April 2023, the OTM-R policy, facilitating an open, transparent and merit-based selection process, was adopted. Compliance with the OTM-R selection policy will be included in the annual plan of regular inspections of the university's personnel workplaces.
How will you ensure that the proposed actions are implemented?	Each proposed action is assigned a gestor in charge of the implementation. Supervisory Committee is responsible for inspection activities; there will be

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

Additional remarks/comments about the proposed implementation process:

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

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

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

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

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

List of abbreviations:

AI	artificial intelligence
AW	academic worker
BUR	Bursar
Coll.	Collection of Laws
DDCIS	Director of the Department of Communication and Information Systems
DSP	doctoral study programme
etc.	and so on
HGCSCV	Head of the Group of Counselling Services and Care for Veterans
HHRO	Head of the Human Resources Office
HISD	Head of the Information Security Department
HR Award	The Human Resources Excellence in Research Award
HRS4R	The Human Resources Strategy for Researchers
HSRD	Head of the Science and Research Department
i.e.	that is
ICT	Information and Communication Technologies
incl.	including
LSG	Legal Services Group
MoD	Ministry of Defence
No.	number
OTM-R policy	policy for the selection and admission of personnel participating in scientific research activities
RC	Rector-Commandant
SEC	Secretary
UoD	University of Defence
VRERI	Vice-Rector for External Relations and Internationalization
VRESI	Vice-Rector for Education and Student Issues
VRIMQ	Vice-Rector for Internal Management and Quality
VRSEA	Vice-Rector for Scientific and Expert Activities