



## HR Award implementation as of 30 November 2025

In Q4 2025, two meetings of the Focus Group (hereinafter referred to as "FG"), two meetings of the Working/Administrative Group (hereinafter referred to as "W/A Group") and one meeting of the Supervisory Committee (hereinafter referred to as "SC") took place by 30 November 2025.

The aim of the FG and W/A Group discussions was to address the issue of the pilot employee training project implemented at the University of Defence (hereinafter referred to as "UoD") in May/June 2025 and September/October 2025, and to discuss the outputs for the planned UoD employee training system. At the November meetings, both groups were presented with the final draft of the education system for employees and doctoral students, which will be an integral part of the University's forthcoming Human Resources Management and Support Strategy.

The discussions revealed that it is necessary to select participants more carefully so that the educational activities are truly beneficial for them. On the other hand, the participation of experienced people can also be enriching for course participants in terms of sharing experience, especially in the case of workshops. It is necessary to always be clear about what the course should achieve, why we are organising it, and therefore who it is suitable for. All completed courses should be recorded in employees' personal files, which would support their career advancement – the University is counting on this.

Both groups were familiarised with the results of the questionnaire survey on the satisfaction of UoD employees and students (conducted in June 2025) linked to the HR Award. During the FG discussion, it was emphasised that the results of the questionnaire survey must be worked with both within the University as a whole and at individual departments.

All UoD employees were also informed of the results during November 2025 by the management of their respective departments.

Members of the W/A Group commented on the GAP analysis as of 31 October 2025.

At the turn of October and November 2025, members of the Supervisory Committee commented on the evaluation of the implementation of the Action Plan for the period 2023–2025. Based on the comments, a final evaluation was prepared, which was subsequently presented to the members of the FG and W/A Group. The evaluation of the Action Plan for the period 2023–2025 will be submitted to the Rector-Commandant for approval in December 2025.

During November 2025, members of the FG and W/A Group commented on the draft revised Action Plan for 2026–2028 and the draft revised OTM-R policy of the University of Defence. After incorporating suggestions and comments from both groups, both documents were submitted to the Supervisory Committee members for final review. After incorporating the comments, both documents will be submitted in December 2025 for final discussion at the Supervisory Committee meeting and subsequently submitted to the Rector-Commandant for approval.

From 1 November to 31 December 2025, a mandatory e-learning training was open to all UoD employees and doctoral students. During that time, participants had the opportunity to review key HR Award documents and related university documents (European Charter for Researchers – Code of Conduct for the Recruitment of Researchers, UoD Code of Ethics, and

HRS4R\_UoD Action Plan). The documents are available in both Czech and English (for foreign employees). As of 30 November 2025, 578 employees and doctoral students had completed the course.

PhDr. Bc. Miloslav Nekvapil