

Completed  
 In Progress AP 2018  
 New AP 2021

HR AWARD - ACTION PLAN 2019-20 + Revised 2021-23



Proposed Actions Short	Proposed ACTIONS Detail	GAP Principle	Timing Progression in Reference 21/20	Implementation Start Year	Start of 2020 Internal Review	Responsible Unit	Indicator(s) / Target(s)	COMMENT
10 Role system (Role systemization)	Implementation of a Faculty Role system (Role systemization), including related job descriptions and competencies model as a basis plan for multiple stages of the employee life cycle, using also the European Framework for Research Career, which identifies both necessary and desirable competencies for each of the four broad profiles for researchers (R1 to R4). The new Faculty Role system will include: * Transparent recruitment, candidate evaluation and its formalization. * Structured employee evaluation. * Employee training and development. * Consideration of additional organizational level and consequently sub-department level role to be added to the departmental organizational structure.	11.20.21, 11.21.21, 26.40	11.20.21, 11.21.21, 26.40	2019	2020	HR Group (Det. Heald)	1. Role system (role systemization) implemented 2. Role system (role systemization) implemented and used for the recruitment process 3. Role system (role systemization) implemented and used for the recruitment process	
11 Career Code	Creation of a Faculty Career Code. Built on the new Faculty Role system and allowing departments to add their specifics in their departmental operational procedures, containing: * Career development paths, presented on the Faculty Career page, and being referenced from a job advertisement. * Rules for granting sabbatical contracts, and for limited contracts: the aim to provide the longest contract duration (3 yrs.) possible with respect to existing project financing condition. * Mandatory mobility aspects. * Appointment of Faculty Career Advisors, ensuring access to the career advice. * Specification of both research and teaching as competencies for individual roles.	11.21.21, 26.21, 31.30	11.21.21, 26.21, 31.30	2019	2020	HR Group (Det. Heald)	1. Career Code implemented 2. Career Code implemented and used for the recruitment process 3. Career Code implemented and used for the recruitment process	
12 Employee Evaluation/Appraisal System	Implementation of a new Faculty Employee Evaluation/Appraisal System, containing: * Framework for setting evaluation targets for individuals - public engagement activities, research/teaching targets, leadership and mentoring targets etc. and employee evaluation against targets. * Presence of international evaluators for senior researchers. * Specification of rules for motivation bonus (variable pay).	11.21.21, 26.21	11.21.21, 26.21	2019	2020	HR Group (Det. Heald)	1. Employee Evaluation/Appraisal System implemented 2. Employee Evaluation/Appraisal System implemented and used for the recruitment process 3. Employee Evaluation/Appraisal System implemented and used for the recruitment process	
13 OTM-Recruitment Policy	Creation and implementation of the Faculty OTM-Recruitment Policy applicable for recruitment of both academic and non-academic positions including: * Specification of responsibilities for the Faculty recruitment process. * Rules for appointment of a selection committee according to the type and character of positions and committee composition (e.g. representation for gender balance and diversity, expertise of the members, voting rights, presence of external/international members, career breaks in the CV, seniority etc.). * Rules for candidate evaluation within the selection. * Concept of internal recruitment. * Publishing the policy using the Faculty communication system.	11.21.21, 26.21	11.21.21, 26.21	2019	2020	HR Group (Det. Heald)	1. OTM-Recruitment Policy implemented 2. OTM-Recruitment Policy implemented and used for the recruitment process 3. OTM-Recruitment Policy implemented and used for the recruitment process	
14 OTM-Recruitment Process (Guidelines)	Creation and implementation of the OTM-Recruitment Process (Guidelines), both for external and internal hiring, as a practical methodology and useful framework, including: * Detailed recruitment process description. * Guidelines and templates for external and internal job posting. * List of recruitment channels and sources. * Template for transparent candidate evaluation (Interview Feedback Form), and information list of questions (What to ask and not to ask at the interview). * Templates for situational communication with candidates.	11.21.21, 26.21	11.21.21, 26.21	2019	2020	HR Group (Det. Heald)	1. OTM-Recruitment Process (Guidelines) implemented 2. OTM-Recruitment Process (Guidelines) implemented and used for the recruitment process 3. OTM-Recruitment Process (Guidelines) implemented and used for the recruitment process	
15 Usage of English	Translation of all relevant Faculty/University documents, websites and employee mandatory training into English. Initiated with a rule of "Only Czech/English communication to all employees and faculty relevant regulations to be issued from January 2021", and ongoing for all new documents and communication, also in line with current University language policy. Onwards for all new official documents, backwards for old relevant documents till 30.9.2023	11.21.21, 26.21, 31.30	11.21.21, 26.21, 31.30	2019	2020	HR Group (Det. Heald)	1. Usage of English implemented 2. Usage of English implemented and used for the recruitment process 3. Usage of English implemented and used for the recruitment process	
16 Code of Ethics	Creating a Code of Ethics for the FdC, expanding the University's Code, to focus on principles of the HRSA.	7	11.21.21, 26.21, 31.30	2019	2020	Target Det.	1. Code of Ethics implemented 2. Code of Ethics implemented and used for the recruitment process 3. Code of Ethics implemented and used for the recruitment process	
17 Onboarding Process	Implementation of an Onboarding process as a phase following the Recruitment process in the Employee Life Cycle, including: * Guidelines (handbook) for new employees. * Training of new employees in ethical and professional aspects of research, intellectual property rights, co-authorship and HRIS. * Official mentor assignment for new employee and related actions. * Establishing a new onboarding manager (responsible for tasks/implementation).	11.21.21, 26.21, 31.30	11.21.21, 26.21, 31.30	2019	2020	HR Group (Det. Heald)	1. Onboarding Process implemented 2. Onboarding Process implemented and used for the recruitment process 3. Onboarding Process implemented and used for the recruitment process	
18 Refresher training for ethical and professional principles	Implementation of Refresher training in ethical and professional aspects of research, intellectual property rights, co-authorship and HRIS.	11.21.21, 26.21, 31.30	11.21.21, 26.21, 31.30	2019	2020	Delivery Sub-Work Group to be established	1. Refresher training implemented 2. Refresher training implemented and used for the recruitment process 3. Refresher training implemented and used for the recruitment process	The activity is expected to include incorporation of feedback, university support, and Open Science awareness and respect for communication to employees, with the participation of the Faculty Sub-Work Group.
19 Learning tool	Implementation of learning tool allowing systematic and efficient onboarding and refresher training.	11.21.21, 26.21, 31.30	11.21.21, 26.21, 31.30	2019	2020	HR Group (Det. Heald)	1. Learning tool implemented 2. Learning tool implemented and used for the recruitment process 3. Learning tool implemented and used for the recruitment process	
20 Health and Safety training and documentation process	Implementation of the Faculty Health and Safety training and documentation process.	7	11.21.21, 26.21, 31.30	2019	2020	Target Det.	1. Health and Safety training and documentation process implemented 2. Health and Safety training and documentation process implemented and used for the recruitment process 3. Health and Safety training and documentation process implemented and used for the recruitment process	
21 Information Security process	Implementation of the Faculty Information Security process for data management, data back up and document management guidelines.	7	11.21.21, 26.21, 31.30	2019	2020	Target Det.	1. Information Security process implemented 2. Information Security process implemented and used for the recruitment process 3. Information Security process implemented and used for the recruitment process	
22 Improvement of Internal Communication	Improvement of the Faculty Internal Communication: * Implementation of the Faculty Intranet, section supporting administration processes, HRIS, HR portal and research project administration, including: - Internal Career Advice site, which will contain basic career advisory, important info and reference containing references to the University Career Center, all Faculty activities, and also reference to external research opportunities presented by the Czech recruitment engine Research24. - Section on available trainings related to researcher competency building, also available in English. * Implementation of the Faculty periodic newsletter, bringing faculty core information, information related to strategic goals, and containing "Successful women" section. * Implementation of interdepartmental communication framework, so that employees and faculty students are updated on strategic plans and status of projects, on project administration methodology and targets.	11.21.21, 26.21, 31.30	11.21.21, 26.21, 31.30	2019	2020	HR Group (Det. Heald)	1. Internal Communication implemented 2. Internal Communication implemented and used for the recruitment process 3. Internal Communication implemented and used for the recruitment process	
23 Improvement of External Communication	Improvement of the Faculty External Communication & Employer Branding: * Creation of a new complex Faculty website including a Faculty Career page, containing learning success stories of the Faculty alumni (Successful women) * Creation of a Faculty Communication plan, including public engagement activities department wise.	11.21.21, 26.21, 31.30	11.21.21, 26.21, 31.30	2019	2020	HR Group (Det. Heald)	1. External Communication implemented 2. External Communication implemented and used for the recruitment process 3. External Communication implemented and used for the recruitment process	
24 Educational concept for Early stage researchers - Ph.D. students and Postdoctoral research fellows	Implementation of an educational concept for Early stage researchers - Ph.D. students and Postdoctoral research fellows: * Postdoctoral research fellows: Development of a dedicated internal concept for attracting, hiring, onboarding and career development of postdoctoral researcher fellows with focus on non-academic researchers (dedicated HRIS, information flyer, training). * Doctoral students: Development and implementation of a concept for education (Doctoral school), mentoring and personal development of doctoral (Ph.D.) students, including preparation of guidebooks for Ph.D. students, supervisors, heads of Ph.D. programs and other stakeholders, system of continuous training as well as preparation of a follow-up support for further career development after graduation, including "How to write a scientific publication" training.	11.21.21, 26.21, 31.30	11.21.21, 26.21, 31.30	2019	2020	Delivery Sub-Work Group to be established	1. Educational concept implemented 2. Educational concept implemented and used for the recruitment process 3. Educational concept implemented and used for the recruitment process	
25 Ombudsman role	Establishing a Faculty Ombudsman role and procedure to create an independent channel for reporting and solving eventual ethical and discrimination issues, complaints, disputes and people issues, and also for gender and diversity advisors, in addition to the University bodies.	11.21.21, 26.21, 31.30	11.21.21, 26.21, 31.30	2019	2020	Delivery Sub-Work Group to be established	1. Ombudsman role implemented 2. Ombudsman role implemented and used for the recruitment process 3. Ombudsman role implemented and used for the recruitment process	
26 Competency building for support staff	Competency building for support staff: * Implementation of individual and refresher advanced recruitment techniques and process training for involved staff, including social media utilization & active sourcing etc., also in learning form. * Ensuring ability to provide services in English - Enhancement of English courses for the support staff, focused on conversation and workplace. * Implementation of soft skill training in cultural and gender diversity and generation specific. * HR techniques and strategies, Talent management, Employer branding, Analytics & Reporting (e.g. recruitment cost and efficiency). * Usage of enhanced existing ICT tools.	11.21.21, 26.21, 31.30	11.21.21, 26.21, 31.30	2019	2020	HR Group (Det. Heald)	1. Competency building for support staff implemented 2. Competency building for support staff implemented and used for the recruitment process 3. Competency building for support staff implemented and used for the recruitment process	
27 Competency building for senior researchers	Competency building for senior researchers: * Leadership training for senior researchers, managers and supervisors, including mentoring, teaching and communication skills, time management, cultural and gender diversity generation specific. * Mentoring competency building to be supported by cooperation with the Czech Representation of European Network of Mentoring Programmes for the Advancement of Equal Opportunities and Cultural and Institutional Change in Academia and Research (https://www.sumnet-net.eu/) leadership training to be provided in appropriate form and using professional experience and nature lecture, who would be respected by senior researchers. * HR webinars for senior researchers (HR Academy).	11.21.21, 26.21, 31.30	11.21.21, 26.21, 31.30	2019	2020	HR Group (Det. Heald)	1. Competency building for senior researchers implemented 2. Competency building for senior researchers implemented and used for the recruitment process 3. Competency building for senior researchers implemented and used for the recruitment process	
28 Review and adjustment of existing university ICT tools and identifying new HR process areas for automation	Decrease of administrative burden by reviewing existing university ICT tools: * Adjustment of internal university e-recruitment tool, so that its full functionality is utilized (e.g. data collection, automatic feedback etc.). * Ensure IT-ES tools are further developed and configured so that they allow utilization of all existing functionalities - University applications on the internal systems (NET, IS), University HR systems (Magdon) and others.	11.21.21, 26.21, 31.30	11.21.21, 26.21, 31.30	2019	2020	HR Group (Det. Heald)	1. Review and adjustment of existing university ICT tools implemented 2. Review and adjustment of existing university ICT tools implemented and used for the recruitment process 3. Review and adjustment of existing university ICT tools implemented and used for the recruitment process	
29 Employee Satisfaction Survey	Implementation of Faculty Employee Satisfaction Survey, in the spirit of the Revised Action Plan implementation phase, anonymous, focused on issues of the Charter and Code principles, working conditions and supervision, with communication of results on the Faculty level and follow up at the Research Focus Group review.	11.21.21, 26.21, 31.30	11.21.21, 26.21, 31.30	2019	2020	HR Group (Det. Heald)	1. Employee Satisfaction Survey implemented 2. Employee Satisfaction Survey implemented and used for the recruitment process 3. Employee Satisfaction Survey implemented and used for the recruitment process	
30 Working time rules	Creation and implementation of Faculty Working time rules, in addition to the University framework regulation, including flexible working hours and home office.	7	11.21.21, 26.21, 31.30	2019	2020	HR Group (Det. Heald)	1. Working time rules implemented 2. Working time rules implemented and used for the recruitment process 3. Working time rules implemented and used for the recruitment process	
31 Gender sensitization actions	Implementation of Faculty gender sensitization actions and their communication - e.g. "Successful women" campaign - Cooperation with the Czech Researcher Centre for Gender and Science, Institute of Sociology, Czech Academy of Sciences (www.genderveda.cz).	7	11.21.21, 26.21, 31.30	2019	2020	HR Group (Det. Heald)	1. Gender sensitization actions implemented 2. Gender sensitization actions implemented and used for the recruitment process 3. Gender sensitization actions implemented and used for the recruitment process	
32 Training and development guidelines	Creation of the Faculty training and development guidelines, including framework process description, as a practical methodology for the faculty and departmental training, mentoring and development activities.	11.21.21, 26.21, 31.30	11.21.21, 26.21, 31.30	2019	2020	HR Group (Det. Heald)	1. Training and development guidelines implemented 2. Training and development guidelines implemented and used for the recruitment process 3. Training and development guidelines implemented and used for the recruitment process	

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Proposed Actions Short	Proposed ACTIONS Detail	GAAP Principle	Timing Progression #	Timing Implementation #	Implementation Work Year	Status 2020 Internal Review	Responsible Unit	Indicator(s) / Target(s)	COMMENT
24	<b>GENDER EQUALITY PLAN</b> Gender equality and equity remain important both at faculty, in the Employee Survey 2020, in the query on whether the faculty acts enough to provide equal conditions to career development of female, 44% women replied Yes, 41% Partly, 15% No. * Cooperation in creation and implementation of GENDER EQUALITY PLAN at the university level and its projection to the Faculty level documentation. * Inclusion of the Gender Equality concept in the Faculty Long-term Strategic Plan 2021+ * Implementation of specific Faculty actions to be planned for the renewal phase 2024+ <b>Formal GENDER EQUALITY ANALYSIS</b>		24.24.27	24.27.2020	24.27.2020	2018	New AP 2020 * HR Dept * HR Work Group (Eqr. Meas) * HR Working Committee (Chair's Board)	Deliverable Sub-Work Group to be established * New Chair for Quality * HR Dept * HR Work Group (Eqr. Meas) * HR Working Committee (Chair's Board)	not met with existing point
25	<b>GUIDELINE FOR DEALING WITH PERFORMANCE, WORK DISCIPLINE ISSUES AND CONTRACT TERMINATIONS</b> This Guideline should serve as part of the documentation for the HR Academy for supervisors, see also Action point No. 18.		25.25.24, 26.27.24	25.27.2020	25.27.2020	2014	New AP 2020 * HR Dept * HR Work Group (Eqr. Meas) * HR Working Committee (Chair's Board)	* HR Dept * HR Work Group (Eqr. Meas) * HR Working Committee (Chair's Board)	HR Academy established and continues development
26	<b>COMMUNICATION OF CAREER DEVELOPMENT RULES</b> IMPROVEMENT OF CAREER CODE/PATHS AWARENESS AND COMMUNICATION. Employee Survey 2020 results show other low awareness of the new Career Code existence and career development possibilities at the Faculty's workplaces.		26.26.30	26.30.2020	26.30.2020	2022	New AP 2020 * HR Dept * HR Working Committee (Chair's Board)	HR Dept * HR Working Committee (Chair's Board)	career development program in the Employee Survey in 2020
27	<b>CAREERS WEB PAGE DESIGN</b> IMPROVEMENT OF CAREERS WEB PAGE DESIGN Employee Survey 2020 results show other critical opinion with regards to graphical design of the new web page.		27.27.30	27.30.2020	27.30.2020	2020	New AP 2020 * HR Dept * HR Working Committee (Chair's Board)	* HR Dept * HR Working Committee (Chair's Board)	career development program in the Employee Survey in 2020
28	<b>OPEN SCIENCE AWARENESS</b> * Ensuring Open Science Awareness at the Faculty * Increase of Publication Activity of the Faculty Researchers in Open Science Media * Inclusion of the Open Science and Open Access concept in the Faculty Long-term Strategic Plan 2021+ * Include Open Science awareness into the Refresher training, action point No. 9		28.28.4, 29.12.12	28.12.2020	28.12.2020	2020	New AP 2020 * HR Dept * HR Working Committee (Chair's Board)	Deliverable Sub-Work Group to be established * New Chair for Science, Research, Foreign Relations, and * HR Working Committee (Chair's Board)	HR Dept * HR Working Committee (Chair's Board)
29	<b>RULES FOR FINANCIAL CONDITIONS FOR PHD STUDENTS</b> Supporting dignified financial (living) conditions for PhD students (not only one of the PhD survey aspects, but also generally discussed problem: the PhD studies system of the Czech Republic). After discussions at the Researcher Focus Group meetings, rules for individual doctoral boards appear to be the best solution.		29.29.30	29.30.2020	29.30.2020	2014	New AP 2020 * HR Dept * HR Working Committee (Chair's Board)	Deliverable Sub-Work Group to be established * New Chair for Research, International Relations and Doctoral Studies * HR Working Committee (Chair's Board)	Chair's Board (graduate in place)
30	<b>CREATION OF DOCUMENT MANAGEMENT GUIDELINES</b> Extension to the Information Security Policy, see action point No. 12, to describe naming conventions for publishing faculty standards and regulations, process for document publishing and granting access rights.		30.30.26	30.26.2020	30.26.2020	2020	New AP 2020 * HR Dept * HR Working Committee (Chair's Board)	Security IT Dept * HR Dept * HR Working Committee (Chair's Board)	not met, HR Department ongoing
31	<b>Measuring Recruitment Effectiveness</b> Implementation of Metrics for measuring recruitment effectiveness (using data generated from the system, after adjustment of the university e-top). This action point enhances implementation of the new 2016 Recruitment Process and is feasible only after adjustment of the university e-recruitment tool.		31.31.20	31.20.2020	31.20.2020	2020	New AP 2020 * HR Dept * HR Working Committee (Chair's Board)	* HR Dept * HR Dept * HR Working Committee (Chair's Board)	2 metrics used
32	<b>New HR Talent Management Role/s</b> TALENT SPECIALIST PROFILE – Recruitment & Employer Branding, Employee Evaluation, Training & Development, Gender. During first 2 years of the HRSA8 implementation at the faculty it became clear that the new strategy brought several new processes that were not existing in the past and consequently capacity of the existing HR team does not meet the additional requirements arising from the newly implemented processes. These new processes and activities enhance personnel administration responsibilities to more advanced HR services: Recruitment Process, Employee Evaluation, Onboarding, Employer Branding, Internal Communication – namely HR Section of the Internal Employee Portal including solving employee queries and maintenance of related HR FAQs, Training & Development and Gender Equality.		32.32.14, 33.14.26	32.14.2020	32.14.2020	2020	New AP 2020 * HR Dept * HR Working Committee (Chair's Board)	* HR Dept * HR Working Committee (Chair's Board)	3 new positions established
33	<b>IMPROVEMENT OF WORKING CONDITIONS</b> * CHILDCARE GROUP/WANDERGARTEN IN THE CITY CENTER Employee Survey 2020 results show significant interest in a childcare facility close to the second Faculty location in the city center. This action point will be solved in cooperation with other university faculties. * IMPROVEMENT OF INTERNAL CATERING Employee Survey 2020 results show dissatisfaction with the quality of catering existing in the University Campus Building (Lanka) and in the city center faculty premises (meas). Solution of this problem should be rapid.		33.33.22	33.22.2020	33.22.2020	2022	New AP 2020 * Faculty Board * HR Dept	* Faculty Board * HR Dept	Faculty Board HR Dept HR Working Committee (Chair's Board)