



# Revised Action Plan

## HRS4R

August 2021

## TEMPLATE 2: HR STRATEGY - ACTION PLAN

Name Organisation under review:

Czech Technical University in Prague

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Web link to published version of organisation's HR Strategy and Action Plan:

<https://www.cvut.cz/en/HR-Award-HRS4R>

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### 1. ORGANISATIONAL INFORMATION

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	4175 (2340+1835 PhD students)
<i>Of whom are international (i.e. foreign nationality)</i>	556 (286 + 270 PhD students)
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	28
<i>Of whom are women</i>	609 (132+477PhD)
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	626
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	1376
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	1835
<i>Total number of students (if relevant)</i>	17 442
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	4172
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
<i>Total annual organisational budget</i>	250 369 049
<i>Annual organisational direct government funding (designated for research)</i>	32 000 000
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	65 810 206
<i>Annual funding from private, non-government sources, designated for research</i>	8 923 076
<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>	

The Czech Technical University in Prague is one of the biggest and oldest technical universities in Europe. It was founded on the initiative of Josef Christian Willenberg on the basis of a decree issued on January 18th, 1707 by Emperor Josef I. CTU currently has eight faculties (Civil Engineering, Mechanical Engineering, Electrical Engineering, Nuclear Science and Physical Engineering, Architecture, Transportation Sciences, Biomedical Engineering, Information Technology) and about 18,000 students. CTU is ranked 403rd in QS World University Rankings 2022.

## 2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

### 1. *Ethical and Professional Aspects*

#### Strengths:

- CTU has already implemented its Code of Ethics as internal regulation. New version is being drafted.
- New rules of the CTU Ethics Committee have been drafted and processed to the approval process to strengthen its competencies and independence.
- Intellectual Property Right protection and technology transfer service are supported by the Patent centre of CTU Rector's Office.
- Career Code that implements Recognition of European research positions and research staff assessment documents and procedures are approved and partially implemented at CTU.

#### Weaknesses:

- Persistent partial uncertainty as to whether the CTU Ethics Committee will be able to meet all the expectations given to it by the new statute.
- Some gender aspects need to be addressed at CTU.
- Necessity of ombudsperson is under internal discussion

### 2. *Recruitment and Selection*

#### Strengths:

- CTU OTM-R policy is approved and published.
- CTU has implemented the Guidelines of the Selection Procedure with criteria based on OTM-R policy.
- The selection committees are balanced according to professional qualification. Members of selection committees are of the highest professional qualification relevant to the recruitment position at hand.
- Research positions are advertised at EURAXESS and other relevant international portals for researchers.
- The HR related website was created at CTU.

#### Weaknesses:

- Due to the highly unequal gender composition in some faculties, selection committees sometimes do not include any woman.
- Inbreeding is still a big problem at many faculties. International experience is sometimes not required.
- Recruitment procedure for applicants from abroad seems to be quite difficult due to current work legislation and insufficient administrative support from CTU.
- Large differences in internationalization between faculties
- The internal regulation of the recruitment process does not include selection process regulation for administrative positions.
- Existing CTU Rules of the Selection Procedure as an internal legislation need to be updated

### 3. *Working Conditions and Social Security*

#### Strengths:

- Personal development planning and evaluation as a part of career development is implemented at CTU (Career Code and Methodology for Evaluation).
- CTU recognizes its employees as professionals, and strives towards maximum professionalism throughout all aspects of the institutions.
- Working conditions at CTU allow balanced work and family life of researchers and other staff. CTU offers part-time positions, flexible week schedule and longer vacation than the legislative limit for non-academic staff (academic staff has longer vacation according to national legislation), supplemented with kindergarten offered in the main campus.

#### Weaknesses:

- Some tools to better reconcile work and family life are missing or could be improved.
- Non-academic research staff participation in decision-making bodies is limited according to national legislation.
- No childcare services for 0-3 y. old children

### 4. *Training and Development*

#### Strengths:

- All CTU research staff have access to continuous educational processes at the institutional and individual level. Lifelong learning opportunities are widely supported at CTU.
- Training and supervision process of R1 researchers (PhD students) is clearly described and regulated by the national and internal legislation at CTU.
- The first steps to establish supervision of R2 researchers (postdocs) at university level (Mentoring program proposal) have been done.
- The first version of an openly accessible skill map of annotated resources is available for early-career researchers (R1 and R2) and their mentors at <https://www.techlib.cz/en/84127-about-stemskiller>.

Weaknesses:

- The supervision of R2 researchers (postdocs) needs to be widened.
- There is no management and leadership skills training for senior researchers at CTU (e.g. mentoring skills).

### 3. ACTIONS

<i>Title action</i>	<i>GAP Principle(s)</i>	<i>Timing (at least by year's quarter/semester)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>
<b>1. Recruitment and implementation of OTM-R principles</b>				
Welcome Office	12, 13, 14, 15	December 2023	CTU Rector's Office	Establishment of a support unit at CTU Rector's Office facilitating the process of recruitment and adaptation of new employees at CTU.
Gender Equality Plan	25, 26, 27	December 2021	CTU Rector's Office	The Gender Equality Plan as a strategic document will be drafted and implemented.
Training of HR staff	12, 13, 14, 15	February 2022	CTU Rector's Office	Introduction of permanent training activities for HR staff at CTU to improve assistance for foreign applicants and mastering the principles of OTM-R policy
Bilingual university	12, 13, 14, 15	June 2024	CTU Rector's Office	All documents and information translated to English and administrative support available in English.
Rules of the Selection Procedure	12, 13, 14, 15, 16, 17, 18, 19, 27	May 2022	CTU Rector's Office	New Rules of the Selection Procedure approved and implemented
<b>2. Evaluation and Personal Development</b>				
Evaluation process assessment	11, 26, 27, 29, 32, 33	October 2023	CTU Rector's Office/Dean's offices at faculties or Director's offices at institutes	Complex assessment of the Evaluation process results / proposed future improvements
Mentoring program (Phase 2)	21, 28, 30, 36, 38, 40	September 2022	CTU Rector's Office/Dean's offices at faculties or Director's offices at institutes	Implementation of the pilot phase of the Mentoring program at CTU.
Management and leadership skills training for senior researchers	21, 28, 30, 36, 37, 38	June 2023	CTU Rector's Office	Introduction of training activities for senior researchers at CTU.
<b>3. Ethics and Good Research Practice</b>				
Ombudsman position	24, 25, 26, 27, 34	January 2024	CTU Rector's Office	Established Ombudsman position at CTU

**Actions addressing the implementation of Open, Transparent, Merit-Based Recruitment principles:**

Following the changes already made concerning the internal legislation and regulations of CTU concerning the research staff hiring process in accordance with the principles of OTM-R and the approved OTM-R policy of CTU, in the next phase it is necessary to focus primarily on raising awareness of these principles within the university. For this reason, regular training activities are planned for the employee involved in the recruitment process.

The Welcome office of CTU as the new support unit is planned to facilitate the administration of the hiring process for applicants and adaptation process for new employees from abroad.

The Gender Equality plan of CTU will be drafted and implemented to improve equal opportunities and gender aspects at CTU.

#### 4. Implementation

As the initial Action plan was focused on building a common regulatory framework that will serve as the implementation basis at the faculties and institutes of CTU. The Revised Action plan aims to implement subsequent actions (e.g., gender and equality aspects, career advice improvement, educational activities and establishment of CTU Welcome Office) based on the approved framework that will deepen implementation of HRS4R principles within the research community at CTU.

A Steering Committee comprising the relevant stakeholder representatives (management, decision bodies, researchers and administrative staff) is established. The Steering Committee coordinates and evaluates the implementation process of the Action Plan. Permanent Working Groups for implementation are established from the previous implementation period or will be established at the beginning of the next implementation period for each action and will be responsible for all steps required by this Action plan. Each Permanent Working Group has one representative in the Steering Committee.

The implementation at CTU will be carried out as in the previous phase at two levels (university level and faculties/institutes level). Such a split accommodates optimization of internal processes according to the specific needs of the faculties and institutes in the areas of science and arts.

The research community at CTU will be permanently involved in the implementation process in three ways. First, representatives of the research community will be integral parts of the Steering Committee. Second, the research community will have an influence on the implementation process through existing bodies (such as the academic senate) according to Czech national legislation and CTU Statute. Third, the evaluation process will include periodic surveys and discuss groups for the research community, which facilitates the influence of the research community on the implementation process.

A Monitoring Committee will continue to monitor and evaluate implementation progress, to identify as fast as possible problems in the process. The Monitoring Committee will periodically report the progress of each action to the Steering Committee.

The implementation time schedule is set up for the period of three years from Q3/2021 to Q2/2024.

<p>How have you prepared the internal review?</p>	<p>The internal review was prepared by the Working group and finally discussed at the Steering Committee. The proposed actions were widely discussed within the research community at CTU and based on received feedback.</p>
<p>Have you involved the research community, your main stakeholders, in the implementation process?</p>	<p>The research community and main stakeholders have been widely involved in the implementation process. The research community at CTU will be involved in the implementation process in three ways. First, representatives of the research community will be integral parts of the Steering Committee and the Working Group. Second, the research community will have an influence on the implementation process through existing bodies (such as the Academic Senate) according to Czech national legislation and CTU Statute. Third, the evaluation process will include periodic surveys for the research community, which facilitates the influence of the research community on the implementation process. A specialized HR Award implementation process webpage will be implemented for facilitating the dissemination of information to relevant stakeholders at CTU.</p>
<p>Do you have an implementation committee and/or steering group regularly overseeing progress?</p>	<p>A Steering Committee and Working group comprising the relevant stakeholders representatives (management, decision bodies, researchers and administrative staff) are established. The Steering Committee coordinates and evaluates the implementation process of the Action Plan. The Working Group is responsible for implementation of each action and will be responsible for all steps required by the Action plan. Working group will be responsible for monitoring implementation progress and its reporting to the Steering Committee.</p> <p>The Steering Committee periodically discusses the implementation progress reports containing indicators achievement and occurred implementation problems and risks. The Monitoring Committee of the Working Group is responsible for continuous progress reporting. The Steering Committee also regularly discusses the achieved outputs with relevant stakeholders</p>



	(e.g. Academic Senate) to facilitate the implementation process.
Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?	The HRS4R is acknowledged as the main policy for human resources at CTU and its integration as a part of university policy is assured by the involvement of relevant managers that are responsible for human resources (e.g. rector, vice-rectors, deans etc.) as a members of the Steering Committee and the Working Group.
How has your organisation ensured that the proposed actions would be also implemented?	The Steering Committee and the Working Group represent all groups of researchers (R1-R4, managers and administrative staff and will comprise as members relevant representatives of university, faculties and institutes that have mandate for the actions implementation. The implementation process is periodically consulted with relevant stakeholders (e.g. Academic Senate, Internal Evaluation Committee, Ethical Committee, researchers, trade unions etc.). The evaluation of the implementation process is performed regularly.
How are you monitoring progress (timeline)?	A Monitoring Committee as a part of the Working Group is established to monitor and evaluate implementation progress of all steps (indicators) according to planned schedule, to identify as fast as possible problems in the particular processes. The Monitoring Committee periodically reports (every four months) the progress of each action to the Steering Committee. The Steering Committee is able to make decisions preventing possible risks and eliminating problems that occur during the implementation process.
How will you measure progress (indicators) in view of the next assessment?	Indicators are individually established for all planned actions. These indicators will be periodically evaluated by the Monitoring Committee and the Steering Committee will be responsible for appropriate decisions achieving the Action Plan goals and schedule.
How do you expect to prepare for the external review?	We expect that the materials for the external review will be prepared in the similar manner as for the internal review with the involvement of the Working Group and Steering Committee. The wider informational campaign concerning HRS4R for the research community is planned for the upcoming implementation period.

## **Additional remarks/comments about the proposed implementation process:**

### ***Topic 1: Recruitment and implementation of OTM-R principles***

*Main GAPS:* Staff adoption of the OTM-R principles and The OTM-R policy of the CTU is not adequate. Some gender aspects and equal opportunities need to be addressed.

#### *Implementation*

The continuing implementation of OTM-R Strategy and Principles in the recruitment process at CTU will be coordinated by the working group of HR managers representing all parts of the university. These principles will be implemented into internal legislation via Rules of the Selection Procedure. To facilitate the recruitment process and adaptation especially for the applicants and employees coming from abroad the supporting unit named Welcome Office will be established as a part of the CTU Rector's Office. The all staff involved in the recruitment process will be continuously trained based on pilot experience from the previous implementation phase of the Action plan.

CTU is committed to reducing the gender gap. For this purpose will be Gender Equality Plan as a strategic document drafted and implemented on the basis of the Equal opportunities audit pilot that will be performed at some parts of the university in fall 2021.

Continuing process of the internationalization of the university will continue by translation of all documents into English (e.i. all internal documents in Czech will have its counterpart also in English) as a part of the action called Bilingual university that will also comprise the adoption of English in all processes at CTU. This action will require the intensification of English teaching for the university staff (especially at the administrative level).

#### *Implementation steps timing*

Welcome Office - 12/2023

Gender Equality Plan - 12/2021

Training of HR staff - 2/2022

Bilingual university - 6/2024

Rules of the Selection Procedure- 5/2022

### ***Topic 2: Evaluation and Personal Development***

*Main GAPS:* Some important points of staff evaluation and personal development need to be addressed and more widely implemented at CTU (e.g. supervision and tutoring skills for supervisors).

#### *Implementation*

As the Career Code and the Research staff evaluation was introduced in the previous implementation period of the Action plan, the Evaluation process will be assessed as it corresponds to intended purposes and is in compliance with the European Charter & Code for Researchers. The improvements will be proposed based on the assessment. The evaluation results should be linked to the salary level of the research staff.

The implementation of the Mentoring program will continue at CTU accompanied by Management and leadership skills training for senior researchers.

*Implementation steps timing*

Evaluation process assessment - 10/2023

Internal discussion on transparent rules salary rules - 12/2022

Mentoring program (Phase 2) - 09/2022

Management and leadership skills training for senior researchers - 6/2023

**Topic 3: Ethics and Good Research Practice**

*Main GAPS:* The absence of the independent institution at CTU who deal with complaints and is responsible for helping to assess and evaluate the ethical and working conditions issues.

*Implementation*

In order to fully comply with the European Charter & Code for Researchers, it is necessary to establish the new ombudsman-like position as a mostly independent entity at CTU. The ombudsman will assess the complaints and raise them up to the Ethical committee, CTU management, Academic senate, trade unions etc. The key point of the implementation will be the nomination procedure of the ombudsman and definition of his competencies as this position is not defined by the Higher Education Act and internal statutory documents of CTU.

*Implementation steps timing*

Ombudsman position - 1/2024