Revised Action Plan

HRS4R

September 2024

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	4 116 (2 380 + 1736 PhD students)
Of whom are international (i.e. foreign nationality)	447
Of whom are externally funded (i.e. for whom the organisation is host organisation)	3
Of whom are women	472
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	740
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	950
Of whom are stage R1 = in most organisations corresponding with doctoral level	1736
Total number of students (if relevant)	17441
Total number of staff (including management, administrative, teaching and research staff)	4068
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	310 849 360
Annual organisational direct government funding (designated for research)	49 502 000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	42 342 500
Annual funding from private, non-government sources, designated for research	12 335 568
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	

Founded in 1707, the Czech Technical University in Prague is one of the biggest and oldest technical universities in Europe. CTU currently has eight faculties (Civil Engineering, Mechanical Engineering,

Electrical Engineering, Nuclear Science and Physical Engineering, Architecture, Transportation Sciences, Biomedical Engineering, and Information Technology) and about 17 400 students. CTU is ranked 420th in QS World University Rankings 2025.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

1. Ethical and Professional Aspects

Strengths:

- CTU introduced positions of ombudspersons at five faculties as a pilot that complement the activities of already existing CTU Ethical Committee
- CTU has implemented relevant internal regulation at university level (e.g. Code of Ethic, Career Code)
- CTU has implemented regular decentralized evaluation process for academic and research employees that includes further career development
- Gender Equality Plan introduced and implemented
- OpenScience Portal has been implemented https://openscience.cvut.cz/
- Research freedom protected by regulatory framework, e.g. Higher Education Act, Statute of the Czech Technical University in Prague

Weaknesses:

- Ombudsperson still missing at some faculties and position of ombudsperson at central university level is still under discussion
- Open Science and Sustainability of Research policies still need to be addressed and implemented
- The quality of the evaluation process is not centrally monitored and evaluated

2. Recruitment and Selection

Strengths:

- CTU introduced new Rules of Selection procedure reflecting OTM-R principles as internal regulation
- Research positions are advertised on EURAXESS and supporting IT tool was implemented within the CTU IT system
- The gender balance aspect is taken more into the account during the selection process according to Code of competitive selection procedure at the Czech Technical University in Prague
- The "Action Plan" for Welcome Office establishment at CTU was kicked-off (including the allocation of relevant funding)

Weaknesses:

- The recruitment procedure is still quite difficult for applicants from abroad (especially from non-EU countries) due to significant administrative burden

- Gender equality in selection committees is still lacking (mostly due to gender inequality in some fields)
- Selection process for administrative positions is still not internally regulated
- Open positions are not announced centrally at the university webpage in English

3. Working Conditions and Social Security

Strengths:

- 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, children corner, and elementary school offered in the main campus.

Weaknesses:

- No childcare services for 0-3 y. old children (the supporting activities e.g. introduction of daycare, changing tables, spaces for breastfeeding, daycare support fund etc. are planned in new GEP)
- Low minimum income for some junior research positions and inequality in salaries on same positions
- The institutional management of maternal and parental leave is still missing

4. Training and Development

Strengths:

- Career development planning is a mandatory part of regular research staff evaluation
- All CTU research staff has access to continuous educational process at the institutional and individual level. Lifelong learning opportunities are widely supported at CTU
- Mentoring of R2 research was implemented as a pilot
- Training and supervision process of R1 researchers (PhD students) is clearly described and regulated by the national and internal legislation at CTU (e.g. Higher Education Act, Rules of Doctoral Study at the CTU in Prague)
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Weaknesses:

- Inconsistent quality of PhD supervisors and advisors
- The mentoring of R2 researchers needs to be further widened
- Mentoring of senior researchers still needs to be implemented

3. ACTIONS

Title action	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Recruitment and implementation of OTM-R principles				
Welcome Office Implementation Phase	12, 13, 14, 15	December 2026	CTU Rector's Office	Further development of the established Welcome Office (with already approved external funding).
Gender Equality Plan implementation	24, 25, 26, 27	February 2027	CTU Rector's Office	The implementation of Actions included in the Gender Equality Plan (e.g. *Balance of work and private life and organizational culture, Gender balance in Leadership and Decision making, Gender Equality in Recruitment and personal development, Gender dimension integration in Research and Teaching* and *Gender violence prevention and Social security)*
New Internal Salary Regulation	24, 26	October 2026	CTU Rector's Office	New more transparent Internal Salary Regulation Approved
Adaptation process	12, 13, 14, 15	August 2026	CTU Rector's Office	Establishment of adaptational process as an essential part of onboarding for new employees with special focus on international candidates
Bilingual university (Phase 2)	12, 13, 14, 15	January 2027	CTU Rector's Office	Finalizing English versions of all internal documents and IT systems and implementation of bilingual internal working culture at all university levels (including administration and support)
Implementation of the EuroTeQ Alliance principles	28, 29, 38. 39	September 2026	CTU Rector's Office	Wider promotion of opportunities and synergies offered by the European University Alliance EuroTeQ within the university
2. Evaluation and Personal Development				
Evaluation process assessment - finalization	11, 26, 27, 29, 32, 33	October 2026	CTU Rector's Office/Dean's offices at faculties or Director's offices at institutes	Detailed assessment of the evaluation process results conducted and used for its further improvements to enhance promote quality over quantity.

Mentoring program (Phase 3)	21, 28, 30, 36, 38, 40	September 2025	CTU Rector's Office/Dean`s offices at faculties or Director`s offices at institutes	Further widening of the Mentoring program at CTU based on previous experiences form pilot implementation.
Career planning support	28, 30, 38, 39	June 2026	CTU Rector`s Office	Introduction of career planning support for researchers at CTU.
Standards for quality of PhD advisors	28, 30, 36, 38, 40	December 2025	CTU Rector`s Office	Introduction of new standards for quality of PhD advisors
Support for staff mobility	28, 29, 38	March 2027	CTU Rector`s Office	Enhanced institutional support for staff mobility accompanied by introduction of new support tools
Career re-entry support	27, 28	January 2027	CTU Rector`s Office	Introduction of institutional support for employees returning from career gaps
3. Ethics and Good Research Practice				
Ombudsperson's position at university level	24, 25, 26, 27, 34	January 2027	CTU Rector`s Office	Ombudsman's position at university level established
Ombudspersons establishment evaluation	24, 25, 26, 27, 34	December 2025	CTU Rector`s Office	Evaluation of establishment of the ombudsperson's positions at some faculties with regards to strengths, weaknesses and best practices.
Rules on using AI	2, 3, 4, 7	December 2026	CTU Rector`s Office	Introduction of clear rules and guidelines regarding use of Artificial Intelligence in research

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

The significant updates were made in internal regulatory framework as the new *Rules of the Selection Procedure,* implementing OTM-R principles, were approved and implemented. To support this initiative the HR training staff was introduced.

The Gender Equality plan of CTU was approved and implemented with supporting training and communication activities.

The CTU Welcome Office was established on the administrative side as an integral part of International Office at the university level. The further implementation will be partly supported from Q4/2024 by external project funding that significantly widens the quality of outcome and its impact during the next implementation period.

4. Implementation

The previous implementation process included all actions included in the Action Plan. All the Actions have made some progresses during the implementation period and most of them were completed according to planned schedule. Fulfilment of some actions is currently slightly behind the original schedule that was included in the Action Plan for various reasons such as longer discussions within the university, new external funding opportunities that reshape the particular actions and boost their further impact etc. As most of the activities were focused on budling the regulatory framework at CTU, the Revised Action Plan primary aim was to significantly improve the working conditions for researchers within the university, while focusing on internationalization and gender aspect that emerged to be the most important gaps to deal with. That was the reason why several surveys and internal audits were made on university and faculties levels dealing with equal opportunities and gender (not only focused on research staff but also for example on students) to better understand the current situation and support drafting and implementation of future actions.

As in previous implementation phase the Steering Committee (comprising relevant university management stakeholders) oversees the implementation process of the Action Plan and is responsible for strategical decisions if needed. The implementation of particular actions is under the responsibility of working groups that are established for each action.

The CTU's research community is widely involved in the implementation process as in the previous period. The research community at CTU is involved in the implementation process in three ways. First, representatives of the research community participate in the Steering Committee and the Working Group. Second, the research community has an influence on the implementation process through existing decision and self-government bodies (such as the Academic Senate) according to Czech national legislation and CTU Statute. Third, the evaluation process includes periodic discussions with the research community and surveys and the incorporation of the main findings in the implementation process. A dedicated HR Award implementation process webpage is implemented for facilitating the dissemination of information to relevant stakeholders at CTU.

The established Monitoring Committee continuously monitors and evaluates the implementation progress and periodically reports the progress of each action to the Steering Committee.

The implementation time schedule is set up for the period of three years from Q4/2024 to Q3/2027.

How have you prepared the internal review?	The internal review was prepared by the dedicated Working group (and its focus groups) and finally discussed at the Steering Committee with University management. The proposed actions were widely discussed within the research community at CTU and based on received feedback and surveys.
Have you involved the research community, your main stakeholders, in the implementation process?	The CTU's research community have been widely involved in the implementation process, similarly to the previous period. The research community at CTU was involved in the implementation process in three ways. First, representatives of the research community were members of the Steering Committee and the Working Group. Second, the research community had an influence on the implementation process through existing decision and self-government bodies (such as the Academic Senate) according to Czech national legislation and CTU Statute. Third, the evaluation process has included periodic discussions with the research community and surveys that facilitated the influence of the research community on the implementation process. A dedicated HR Award implementation process webpage was implemented for facilitating the dissemination of information to relevant stakeholders at CTU.
Do you have an implementation committee and/or steering group regularly overseeing progress?	A Steering Committee and Working group comprising the relevant stakeholders' representatives (management, self-government and 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 is responsible for all steps required by the Action plan. Working group deals with monitoring implementation progress and its reporting to the Steering Committee. The Steering Committee periodically discusses the implementation progress reports containing indicators achievement and occurred implementation problems and risks. The

	Monitoring Committee as a part of the Working Group is responsible for continuous progress reporting. The Steering Committee also regularly discusses the achieved outputs with relevant internal stakeholders (e.g. Academic Senate) to further 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 wide 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, or deans) as members of the Steering Committee and the Working Group. The HRS4R principles are also implemented within the strategy documents at the university and faculty level.
How has your organisation ensured that the proposed actions would be also implemented?	All groups of researchers (R1-R4), managers and administrative staff are represented within the implementation bodies (Steering Committee and the Working Group). The implementation bodies comprise relevant representatives of university, faculties and institutes that have mandate for the implementation of particular actions. 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 (mostly on monthly period). The appropriate remedial measures are applied without any delay if needed.
How are you monitoring progress (timeline)?	The Monitoring Committee as a part of the Working Group is established to regularly 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 entitled to make decisions preventing possible risks and eliminating problems that occur during the implementation process.
How will you measure progress (indicators) in	Progress will be measured by set up indicators

view of the next assessment?	and milestones. The indicators are defined for all particular actions and subtasks. The progress indicators and milestones will be periodically evaluated by the Monitoring Committee and reported to the Steering Committee that will be responsible for appropriate decisions to achieve the Action Plan goals and maintain the schedule.
How do you expect to prepare for the external review?	The preparation for the external review will be done in two phases. The first phase will include detailed progress evaluation of the Action Plan implementation and preparation of the relevant documents. The preparation of the on-site visit represents the main task of the second phase.

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 fully adequate. Some gender aspects and equal opportunities still need to be addressed.

Implementation

The 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 also in this implementation phase.

The Welcome Office has been established at CTU as a part of International Office at the end of the previous implementation period and the Action Plan for this office was drafted. The main focus in the upcoming phase will be put on implementation of these actions and further development of the Welcome Office that will be supported by external funding that is already approved.

As a part of commitment to reduce the gender gap and support equality the revised Gender Equality Plan will be implemented at CTU during the next implementation period.

The new Internal Salary Regulation adoption is planned at CTU to increase transparency of salaries and reduce the pay gap.

The introduction of the Adaptation process is planned as a part of the initiative dealing with equal opportunities, to ease the onboarding process especially for researchers from abroad.

The second phase of the Bilingual university action will focus on finalization of previous tasks and introduction of English as a standard working language at all levels of the university.

CTU is a member of European University Alliance EuroTeQ since 2020, but the alliances' governance and structures need to be widely implemented within the structures of the university to increase the impact on internationalization of the university and boost the mobility of researchers within the alliance.

Implementation steps timing

Welcome Office Implementation Phase - 12/2026

Gender Equality Plan implementation - 2/2027

New Internal Salary Regulation – 10/2026

Adaptation process - 8/2026

Bilingual university (Phase 2) - 1/2027

Implementation of the EuroTeQ - 8/2026

Topic 2: Evaluation and Personal Development

Main GAPs: The institutionalization of systematic career planning and its support is widely missing at CTU. Missing support for employees after career gaps.

Implementation

The Career Code and the Research staff evaluation was introduced during previous phases of the implementation. This phase will focus on widening of successfully piloted Mentoring program within the CTU to be a standard part of support for all early-stage researchers.
The most important task within the next implementation phase will be introduction of systematic career planning and its support at training, administrative and IT level.
The new Standards for quality of PhD advisors will be introduced to support further personal development of PhD candidates.
The international mobility of the research staff represents an important part of the career development so the institutionalization of the support and introduction of new supporting tools will be implemented.
The Career re-entry support will be introduced to support the return phase after career gaps, which was identified as a means to support equality and could reduce current gender disbalance at some faculties.

Implementation steps timing

Evaluation process assessment - finalization - 10/2026

Mentoring program (Phase 3) - 09/2025

Career planning support - 6/2026

Standards for quality of PhD advisors – 12/2025

Support for staff mobility – 3/2027

Career return support – 1/2027

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Topic 3: Ethics and Good Research Practice

Main GAPs: The independent institution dealing with complaints and responsible for helping to assess and evaluate the ethical and working conditions issues is still absent at university level and some faculties and institutes.

Implementation

The ombudsperson's positions have been introduced at some faculties at CTU during the previous implementation period but the similar position at central university level is still missing and the discussion about their introduction is still ongoing. The form of these positions varies between faculties so far, so the evaluation of current practices and their strengths and weaknesses is necessary to increase the impact of these positions within the university.
The wider accessibility and functional development within the Artificial Intelligence tools bring new ethical challenges regarding the use of AI tools in research practice so the new rules and guidelines for AI in research practice will be introduced.

Implementation steps timing

Ombudsperson's position at university level - 1/2027

Ombudspersons establishment evaluation – 12/2025

Rules on using AI – 12/2026

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