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Palacký University  
Olomouc

# Internal Review

**HRS4R**

**Palacký University Olomouc**

## INTERNAL REVIEW

**Name Organisation under review:** Palacký University Olomouc, Křížkovského 8, Olomouc, 771 47

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

<https://pracuj.upol.cz/en/hr-award/>

**SUBMISSION DATE TO THE EUROPEAN COMMISSION:** 2. 9. 2023

### 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>	1733
<i>Of whom are international (i.e. foreign nationality)</i>	279
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	3787
<i>Of whom are women</i>	744
<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>	425
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	175
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	1396
<i>Total number of students (if relevant)</i>	19315
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	3095
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
<i>Total annual organisational budget</i>	77375452
<i>Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)</i>	49418276
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	26440498
<i>Annual funding from private, non-government sources, designated for research</i>	1516677
<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>	
<p>Palacký University Olomouc (UP) is a modern higher educational institution with 20,000 students enrolled in accredited programmes, more than 2,300 academics and researchers, and nearly 1,400 non-academic staff. UP is one of the top Czech universities according to international rankings.</p> <p>The university comprises of eight faculties, Czech Advanced Technology and Research Institute (CATRIN), six university facilities, and the Rector's Office as the administration centre. The university structure is complemented by state-of-the-art scientific centres (Institute of Molecular and Translational Medicine, Regional Centre of Advanced Technologies and Materials, Centre of the Region Haná for Biotechnology and Agricultural Research) and other research centres at faculties.</p>	

## 2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

### Ethical and professional aspects

#### STRENGTHS

Palacký University Olomouc (UP), as a research and educational institution, persistently strives to improve the freedom of research, ethical principles, equal opportunities, and professional attitude.

Documents on the University and faculties levels are periodically revised according to identified needs and set rules by international principles, supporting ethical and professional aspects of academic work. During the Implementation phase, University revised the [Code of Ethics for Employees and Students at UP](#) and adopted [Gender Equality Plan \(GEP\)](#) and [Palacký University Olomouc Strategic Plan for Educational and Creative Activities for the Period 2021+](#).

Principles set out in the Charter and Code have been incorporated into the Code of Ethics for Employees and Students at UP.

The Internal Assessment system (IS HAP) has been revised and updated with the criteria related to soft skills, managerial skills, and other relevant activities of academic staff.

#### WEAKNESSES

The university still cannot fully coordinate the differences in procedures at faculties. Not all regulations are fully accepted and respected; other differences can be also found in the dissemination principles.

There are pilot training programmes for the academic staff to increase their awareness of their scientific work's ethical and professional aspects. However, they are not compulsory, so the awareness among academic staff is at different levels. Also, the awareness of good research practice is at different levels; every faculty creates their politics and has no full respect for central regulations.

The university intensively works on the establishment of new Status of Ethics Committee, which complements the Rules of Procedures and will improve its position in the field of ethical case assessment. Furthermore, Status will incorporate into its structure the position of ombudsperson for research as well.

### Recruitment and selection

#### STRENGTHS

The university implemented the [OTM-R policy](#) into the selection and recruitment processes; UP Internal rules have been adjusted to the European Charter for Researchers requirements and to the Code of Conduct for Recruitment of Researchers. The selection and recruitment process are continuously adapted regarding the Czech legislation and its changes.

OTM-R policy is published in a separate section of the website, and the new HR website also dedicates a section for selection and recruitment. Also, there are additional materials for this area that are free available for university staff responsible for recruitment and selection.

In the area of training the OTM-R principles, there were organized multiple training sessions for senior researchers, HR professionals and other interested staff too. This activity will continue in the next period.

All vacancies are advertised on the [central web page](#), and advertising rules have been set up. The

electronic system for the administration of recruitment has been fully launched. All HR workers completed a training session to make advertising united and transparent.

The UP document [Academic Staff Recruitment Policy of Palacký University Olomouc](#) has been adjusted and published, both in Czech and English version.

#### WEAKNESSES

The university has not established the rules for e-recruitment yet.

Methodologies to conduct interviews and evaluate candidates and for the proper conduct of feedback have been partially set up; however, they are just recommended, so they have yet to be entirely accepted by faculties.

Not all vacancies are advertised on international platforms (e.g. Euraxess); every HR office decides independently which position they will promote. Usually, academic and research jobs are advertised in English.

There are still no clear rules valid for the whole of UP in terms of postdoctoral appointments.

### Working conditions

#### STRENGTHS

UP continuously renovate its buildings to improve suitable working conditions for the staff or build new centres, primarily for research. The university enhances barrier-free building rules to ensure accessibility for people with all types of handicaps.

UP creates a welcoming environment for new employees by providing information about working conditions or their rights and obligations. The university has a Guide for employees, both in Czech and English versions, where are described some specific work and living conditions for foreign employees.

The university has adopted Gender Equality plan to strengthen equal conditions are rules for both/all sexes; the plan is in line with the Czech labour code.

Thanks to successfully ongoing Erasmus Plus mobility programmes, the international mobility of all employees is still supported. Criteria are clearly and transparently defined, so both academic and non-academic employees can broaden their experiences.

The Career Code has been adopted, and through its implementation career planning procedure has clear rules and unified principles. Managers are encouraged to provide conditions for the personal development of academics and research workers.

#### WEAKNESSES

The work-life balance policy still needs to be fully developed and adopted. There are differences between academic and non-academic workers, and so are between faculties and other university centres.

So far, there are no clearly defined research profiles, and there is a general lack of a systematic approach to defining job roles, including expected competencies.

There is a lack of a sophisticated approach to applying the career framework in practice, including a

training strategy linked to the adaptation and evaluation of staff.

There is a need to strengthen the social safety prevention network, linking across the university.

## Training and development

### STRENGTHS

UP continues to provide a system of support for R1 researchers; in the past period, the university proposed a new plan for a mentor institute for these researchers.

Both researchers and other staff can continue undertake international mobility under the current program offer (Erasmus+, CEEPUS, government scholarships, etc.). Information is available on the website of the International Department and on the staff pages. The organization and administration of mobility are handled from the centre.

All employees are allowed and supported to attend the courses organized by the Institute of Lifelong Learning at UP or can participate in courses offered by external organizations. The UP has its own Language School.

There has been proposed and tested new system of training for the development of managerial and leadership competencies of senior staff. The system will be further developed and established as an obligatory part of the management functions.

### WEAKNESSES

Not fully established the training and development system, so the adaptation and career plans.

There is not established the connection between international mobility and career and development growth.

### Have any of the priorities for the short- and medium term changed?

Our priorities for the future remain consistent. The original action plan drafted in 2021 has already been prepared in accordance with the Strategic Plan for Educational and Creative Activities of Palacký University in Olomouc for the period 2021+. The strategic plan reflects the Ministry for Higher Education Strategic Plan from 2021+. One of the areas of the Strategic plan is dedicated to the development of human resources to achieve excellence in both education and research. The focus is given to the building of clear structures supporting academic and administrative staff in their development, the creation of an educational system connected to career development, as well as to the education of chief managing staff. Integration of managing structure provides better conditions of support excellence in research. The Action plan strives to develop and create needed documents and norms and a united system for the whole university. Furthermore, the focus is given to the digitalization processes of HR or other agenda to reduce the administrative burden for academic and management staff. These changes are connected to the designed training sessions for target staff groups to provide workplace uniform processes.

In the original Action plan, it was established 13 objectives in 4 defined areas. 7 of the was completed and implemented into the university processes or into the structure of the university norms and documents. 6 objectives are still in progress; the preparation process was started. These objectives will be included in the new Action plan next to new objectives, which will be proposed in compliance with the Palacký University Olomouc Strategic Plan for Educational and Creative Activities for the Period 2021+. Proposed actions will complement ongoing processes of career development and educational activities, recruitment and selection process of the new employees and adaptation process and finally support the work-life balance and equal work conditions.

### Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?

The most significant impact during the implementation of the Action plan was the ongoing covid pandemic. The university had to manage all measures connected to the pandemic, and its highest priority was to secure teaching and research. The capacity for strategic activities was limited, so some of the processes needed to be fully developed and adopted. Training activities were influenced by the impossibility of meeting in person, so both lecturers and participants had to adapt to the online sessions. It led to fewer participants, and not all goals were reached.

The following impact was recorded in the field of internationalization and international relationships. Most of the planned international mobilities were cancelled or postponed.

On the other hand, the situation accelerated the digitalization of the HR agenda, improved the IT competencies of the employees, or strengthened the flexibility in the context of adaptation to challenging conditions. The university started to use new tools for online education.

The effort will continue to be devoted to digitalizing processes and new forms of online education for employees.

### Are any strategic decisions under way that may influence the action plan?

The new Action plan is proposed by following the Palacký University Olomouc Strategic Plan for Educational and Creative Activities for the Period 2021+ and with the defined needs of faculties and Czech Advanced Technology and Research Institute (CATRIN). The main focus is on human resource development to provide excellence in research and education. Further effort will be made to implement the principles of Chart and Codex into the university structure and its processes. All actions are proposed to support fulfilling the university vision as a prominent research university which provides high-quality and flexible study and is a scientifically open university for the coming generation of scientists in doctoral programs as well as for prominent experts achieving excellent results in research and development. The university aims to become friendly with regard to management and administration through improving strategic management, decreasing administrative load, optimizing the infrastructure and acting as a healthy university supporting and ensuring equal opportunities and a socially responsible and sustainable university developing the culture of common identity. To ensure a systematic approach to gender (in)equality, the university adopted the Gender Equality Plan (GEP), which binds UP to promote gender equality and implement it in the UP development and management strategy. The measures will be considered during the creation of the updated Action Plan. So the decision of the management to embed a position of ombudspersons at the university influenced the proposed action to the new Action plan.

An integral part of development is the care of junior researchers, specifically the PhD. students. The motivation and development system are a way to provide them with optional work conditions for talent development, so the university can gain excellent researchers and strengthen its position in the field of research on an international scale.

### 3. ACTIONS

Action	Description	GAP Principle(s)	Timing (at least by year's quarter/s semester)	Responsible Unit	Indicator(s) / Target(s)	Current status
<b>ETHICAL AND PROFESSIONAL ASPECTS</b>						
<b>1. Revision of the <i>Code of Ethics for employees and students at Palacký University</i> (2017)</b>	<ul style="list-style-type: none"> <li>- Modification of the Code according to the C&amp;C. The missing principles and formulation will be added.</li> </ul>	1, 2, 8	Q4/2022	HR Office  Legal Department  Ethics Committee (Academic Senate)	<ul style="list-style-type: none"> <li>- The <i>Code of Ethics for employees and students at Palacký University</i> has been revised.</li> <li>- The output was disseminated through internal communication tools (e.g. newsletter, email).</li> <li>- There was a discussion in the Academic Senate before representatives of the scientific community.</li> </ul>	<b>COMPLETED</b>  The <i>Code of Ethics</i> has been revised. During the drafting process, the document has been subjected to a comment procedure of stakeholders and was subsequently discussed by the Academic Senate, which approved the form of the Code.  <a href="#">Etický kodex CZE</a> <a href="#">Code of Ethics</a>
<b>2. Creating a <i>Code of good research practice</i></b>	<ul style="list-style-type: none"> <li>- Signing up to <a href="#">The European Code of Conduct for Research Integrity</a>.</li> <li>- Implementation</li> </ul>	1, 3, 4, 5, 6, 7, 8, 9, 31, 32	Q4/2022	HR Office  Science and Research Office	<ul style="list-style-type: none"> <li>- The principles of the Conduct for Research Integrity have been implemented in a <i>Code of good research practice</i>.</li> </ul>	<b>COMPLETED</b>  The <i>Code of good research practise</i> has been created, including implementing the Conduct for Research



	of the principles of the Code at the UP (e.g., the rules for Co-authorship).			Legal Department	- The output was disseminated through internal communication tools (e.g. newsletter, e-mail). There was a discussion in the Academic Senate before representatives of the scientific community.	Integrity principles. <a href="#">Kodex dobré výzkumné praxe_CZE</a> <a href="#">Code of Good Research Practise</a>
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<b>3. IS HAP optimization for researchers</b>	<ul style="list-style-type: none"> <li>- Updating of the system for evaluation of research and pedagogical performance (<a href="#">IS HAP</a>).</li> <li>- More precise weighting of variables in the monitored areas of educational activities, creative activities, activities related to the performance of academic function, managerial activities and soft skills.</li> </ul>	11, 29, 33	Q4/2022	HR Office  Strategy and Quality Office	<ul style="list-style-type: none"> <li>- System for evaluation, IS HAP, has been adjusted.</li> <li>- Training in the use of the IS HAP system is included in the offer of education of the senior researchers at UP.</li> </ul>	<p><b>COMPLETED</b></p> <p>The system for evaluation has been adjusted. Based on the needs identified by the faculties, several adjustments have been made to achieve the maximum degree of objective assessment of academic staff. The adjustments were related to educational activities, creative activities, activities related to the performance of academic functions, managerial activities and soft skills. Staff training is organized with respect to the requests of faculties; in the following year, training will be included in the permanent training offer for senior researchers at UP.</p> <p>More information here: <a href="#">IS HAP</a></p>
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RECRUITMENT AND SELECTION						
<b>4. Implementation OTM-R policy</b>	<ul style="list-style-type: none"> <li>- Creation of a website dedicated to the HR Award in Czech and English, where the OTM-R policy of UP will be publicly available.</li> <li>- Modification of the UP Recruitment Policy of academics with the aim of clarifying the terminology and inclusion of the category "researcher" in the Policy.</li> <li>- Establishing of an internal guide setting out clear procedures of recruitment for all types of positions (R1-R4).</li> </ul>	12, 13, 14, 15, 16, 17, 18, 19, 20	Q4/2022	HR Office  HR Departments (all Faculties)	<ul style="list-style-type: none"> <li>- The OTM-R policy and the UP Internal Rules have been published in a special section of the website.</li> <li>- The UP Internal Rules for the selection and recruitment of academic staff were modified and the changes were justified and adopted.</li> <li>- An internal guide for the recruitment procedure for all types of positions (R1-R4) has been developed.</li> <li>- All outputs were disseminated through internal communication tools (e.g. newsletter, e-mail).</li> </ul>	<p><b>IN PROGRESS</b></p> <p>The OTM-R policy has been published on the created website dedicated to the HR Award. As an ongoing action, additional website dedicated to HR principles at the University will be created, where OTM-R policy will be included as well. The website will subsequently be translated into English.</p> <p><a href="#">HR Award website_CZE</a>  <a href="#">HR Award website_ENG</a>  <a href="#">HR website_CZE</a></p> <p>The UP Internal Rules for the selection and recruitment of academic staff were modified.  <a href="#">Code of Conduct Academic Staff Recruitment Policy Internal guidelines</a> (for UP employees only/password requested)</p>
<b>5. Dissemination of the OTM-R policy at UP</b>	<ul style="list-style-type: none"> <li>- Organization of the training for senior staff to</li> </ul>	12, 13, 14, 15, 16, 17, 18, 19, 20,	Q4/2022	HR Office  HR Departments	<ul style="list-style-type: none"> <li>- A number of trainings sessions for senior researchers have been</li> </ul>	<p><b>COMPLETED</b></p> <p>In the first two years there</p>

	<p>become familiar with the principles and processes of OTM-R policy.</p> <ul style="list-style-type: none"> <li>- Organization of the specialized workshops for HR professionals to train in the use of the new electronic system.</li> </ul>	21		<p>(all Faculties)</p> <p>Continuing Education and Teaching Innovations Office</p>	<p>organized in the first two years.</p> <ul style="list-style-type: none"> <li>- All HR professionals (approx. 9 HR officers) and senior researchers (approx. 50 in the first two years) will be educated.</li> </ul>	<p>were three training sessions organized for researchers. Approximately 50 researchers were educated, all HR professionals across the faculties were educated as well. Their training was specialized to train in the use of new electronic system.</p> <p>Training sessions for researchers will continue in the next period.</p>
<b>6. Advertising and applying (OTM-R)</b>	<ul style="list-style-type: none"> <li>- Establishing clear and uniform rules for job advertising using templates and an internal electronic system, plus external platforms (e.g. Euraxess).</li> </ul>	13	Q2/2021	<p>HR Office</p> <p>HR Departments (all Faculties)</p>	<ul style="list-style-type: none"> <li>- The electronic system for the recruitment process has been launched.</li> <li>- The internal guide concerning job advertising procedure has been prepared and published.</li> </ul>	<p>COMPLETED</p> <p>An internal electronic system has been developed and launched. For users, there is an internal guide concerning job advertising.</p> <p>As there are currently only Czech HR generalists, guidelines are available only in Czech.</p> <p><a href="#">Zadávání VŘ návod</a></p>
<b>7. Optimization of selection and evaluation procedure (OTM-R)</b>	<ul style="list-style-type: none"> <li>- Preparation of a clear methodology for the proper</li> </ul>	14, 15, 16, 17, 18, 19, 20			<ul style="list-style-type: none"> <li>- The methodology for the proper conduct of the interview and evaluation of candidates has been</li> </ul>	<p>IN PROGRESS</p> <p>The methodology for the proper conduct of the interview is set on the <i>Code</i></p>

	<p>conduct of the interview, including templates for a correct and transparent evaluation of candidates.</p> <ul style="list-style-type: none"> <li>- Establishing the methodology of the E-recruitment (the rules for online communication with candidates before, during and after the recruitment; online evaluation with MS Forms; GDPR; cybersecurity).</li> </ul>				<p>issued.</p> <ul style="list-style-type: none"> <li>- A methodology for e-recruitment has been established. All outputs were disseminated through internal communication tools (e.g. newsletter, e-mail).</li> </ul>	<p><i>of Conduct</i>, which specifies the evaluation of candidates based on OTM-R policy as well as principles of the proper conduct of the interview. There is also a methodology for non-academic staff recruitment, also describing the process.</p> <p>In the following period, new practical guidelines for hiring committee members based on needs identified through focus groups will be proposed and adopted.</p> <p>The methodology for e-recruitment needs to be created and adopted.</p> <p><a href="#">Code of Conduct</a>  <a href="#">Postup obsazování volných míst neakademických pracovníků</a></p>
<b>8. Appointment phase (OTM-R)</b>	<ul style="list-style-type: none"> <li>- Setting rules of transparent feedback for candidates and developing a complaints mechanism.</li> </ul>	14, 15	Q4/2021	HR Office  HR Departments (all Faculties)	<ul style="list-style-type: none"> <li>- The methodology for the proper conduct of feedback for candidates has been adopted and disseminated.</li> </ul>	<p>COMPLETED</p> <p><a href="#">Code of Conduct</a>  <a href="#">Academic Staff Recruitment Policy</a>  <a href="#">Internal guidelines</a> (for UP employees only/password</p>

						requested)
<b>WORKING CONDITIONS AND SOCIAL SECURITY</b>						
<b>9. Revision of internal norms concerning the employment of researchers</b>	<ul style="list-style-type: none"> <li>- Legislative adoption of a Career Code to ensure a clear career definition for researchers.</li> <li>- Implementation of "Research Profiles" into the internal legal norms (e.g. Wage regulation, Catalogue of Works).</li> <li>- Clarification and completion of the internal standard Handling complaints and petitions at Palacký University Olomouc in accordance with the requirements for fair and equitable treatment within the institution</li> </ul>	22, 23, 24, 25, 26, 28, 34	Q4/2022	HR Office  Legal Department  Office of Internal Audit and Control  Communications Office	<ul style="list-style-type: none"> <li>- Career Code has been adopted into the legislative framework of the university and the implementation will start.</li> <li>- The Catalogue of Works has been revised at least, and "research profiles" have been introduced into it.</li> <li>- The internal standard Handling complaints and petitions at Palacký University in Olomouc have been modified and supplemented.</li> </ul>	IN PROGRESS  <i>Career Code</i> has been created and adopted. During the process, it was commented on by the working group and other stakeholders. The code will be implemented in the next period. English translation will be provided.  <a href="#">Kariérní řád</a>  During the period, the Catalogue of Works has been revised, and the draft of research profiles has been proposed. Implementation of the profiles will be incorporated into the internal norms.  The Document Handling complaints and petitions at Palacký University needs to be revised.

	and quality working environment, raising employees' awareness of this standard.					
<b>10. Creation of a Gender Balance Strategy and Equal Opportunities Plan at UP</b>	<ul style="list-style-type: none"> <li>- Strategy preparation beyond the legislative requirements. Emphasis will be placed on work-life balance, career management measures with regard to family life, gender equality in recruitment, etc.</li> </ul>	10, 22, 23, 24, 25, 26, 27, 28, 29, 30	Q4/2022	HR Office  Communications Office  Legal Department  Strategy and Quality Department	<ul style="list-style-type: none"> <li>- The Gender Balance Strategy has been developed with a clear action plan for the next period.</li> <li>- The output was disseminated through internal communication tools (e.g. newsletter, e-mail).</li> <li>- There was a discussion in the Academic Senate before representatives of the scientific community.</li> </ul>	<b>COMPLETED</b>  The Gender Balance Strategy and its action plan has been developed and adopted.  <a href="#">Gender Equality Plan</a>
<b>11. Continuous updating of information for new and existing employees</b>	<ul style="list-style-type: none"> <li>- Continuous updating of information for</li> </ul>	23, 24, 25, 26	Q4/2022	HR Office  Communications	<ul style="list-style-type: none"> <li>- Information channels for employees have been updating (special</li> </ul>	<b>IN PROGRESS</b>  This action is implemented

	<p>new and existing employees on working conditions and social security.</p> <ul style="list-style-type: none"> <li>- Updating of the Employee Guide, the <a href="#">Guide for foreign employees</a>.</li> <li>- Updating of the website for <a href="#">potential employees</a>, <a href="#">new and existing employees</a>.</li> </ul>			<p>Office</p> <p>Legal Department</p> <p>International Relation Office</p>	<p>webpage, internal communication channel).</p> <ul style="list-style-type: none"> <li>- The responsible units cooperate in ensuring and checking that the information is up to date.</li> </ul>	<p>on an ongoing basis, information and support materials are updating regularly. <i>Guide for foreign employees</i> has been updated.</p> <p><a href="#">Guide for foreign employees</a></p> <p>A new website for potential, new and existing employees is currently created. English translation will be provided.</p> <p><a href="#">HR website CZE</a></p> <p><a href="#">Website for potential employees current version</a></p> <p><a href="#">Website for new and existing employees current version</a></p>
<b>TRAINING AND DEVELOPMENT</b>						
<b>12. The training and development system for Senior Researchers</b>	<ul style="list-style-type: none"> <li>- Establishment of a training system for senior researchers in R3, R4 with emphasis on managing the process of adaptation, evaluation and planning for the development of</li> </ul>	28, 29, 30, 36, 37, 38, 39, 40	Q4/2022	<p>HR Office</p> <p>Continuing Education and Teaching Innovations Office</p> <p>International Relations Office</p>	<ul style="list-style-type: none"> <li>- A number of training sessions for senior researchers has been organized in the first two years.</li> <li>- At least 50 senior researchers will be trained in the process of adaptation and other management skills during the first Action</li> </ul>	<p>IN PROGRESS</p> <p>During the period there was set up a pilot module of training for researchers. It emphasised on the improvement of managerial and supervision competencies, and soft skills as well.</p>



	<ul style="list-style-type: none"> <li>- new and existing capacities in research teams.</li> <li>- Developing other managerial and supervision competencies (strategic management, project management, etc.).</li> <li>- Preparation of a concept for internal communication towards researchers of all categories in the field of training, development, and international mobility.</li> </ul>			Communications Office	<ul style="list-style-type: none"> <li>- plan period.</li> <li>- The concept of internal communication in the field of training, development, and international mobility has been developed.</li> <li>- A set of training and development support materials has been prepared.</li> </ul>	Ten professional workshops have been set up; some were implemented repeatedly. Over 400 participants completed different counts of training sessions, including senior researchers, management workers and non-academic staff as well. The concept of the internal communication needs to be fully developed.
<b>13. Creating a “Concept for professional guidance of young researchers, including postdoctoral positions”</b>	<ul style="list-style-type: none"> <li>- A concept mapping the current forms of support for young researchers (R1, R2) at the university will be developed. An action plan will be proposed to</li> </ul>	21, 38, 39, 40	Q4/2022	HR Office  International Relations Office  Science and Research Office	<ul style="list-style-type: none"> <li>- The Concept has been created. The output was disseminated through internal communication tools (e.g. newsletter, e-mail). The number of training sessions for Ph.D. students (R1) and postdoctoral researchers (R2) has</li> </ul>	IN PROGRESS  <i>The Concept for professional guidance of young researchers</i> had been created and adopted. It contains an action plan for improved support and guidance for young researchers at UP.

	<p>establish a functional system of support and guidance for young researchers at UP. The concept will also include a proposal for a system of nomination of postdoctoral fellows at UP.</p> <ul style="list-style-type: none"> <li>- Preparation of a pilot training programme for PhD students and postdocs, which will respond to the outcomes of the concept.</li> <li>- Preparation of the mentor institute.</li> </ul>			<p>Vice-rectorate for doctoral studies</p>	<p>been organized.</p> <ul style="list-style-type: none"> <li>- At least 100 researchers will be trained in the first two years in pilot testing of the training programme.</li> <li>- The concept of the mentor institute has been proposed.</li> </ul>	<p><a href="#">Concept for professional guidance of young researchers</a></p> <p>Due to organizational changes, the pilot training programme for PhD students was not fully prepared and implemented. However, there were multiple workshops for PhD students. The training programme will be fully developed in the next period.</p> <p>The preparation of the mentor institute concept has started, and basic parameters were set. In the next period, the concept will be discussed across involved units. The English translation will be provided.</p>
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## Comments on the implementation of the OTM-R principles

During the period, the OTM-R principles were set up and implemented into the university policy. The Code of Conduct for the Recruitment of (Academic and Scientific) Researchers at Palacký University Olomouc was published. The document describes general principles of recruitment, rules for announcing job openings, evaluation and selection process, including two round selection procedure, designated selection committees and announcements of open competition results, including the complaints mechanism policy. Code of Conduct complies with the Academic Staff Recruitment Policy of Palacký University Olomouc. The documents were published on a website dedicated to the HR Award (both in Czech and English) and are publicly available.

The new unified electronic system for announcing job openings was launched. Every job opening contains the job position and department, specification of job contract, description of department/workplace, job description, qualifications requirements, work conditions and needed documents for job application. All job openings are published on the university website and Euraxess portal if it is suitable. An internal guide concerning the job advertising procedure was prepared.

For the dissemination of the OTM-R policy at UP were organized multiple training sessions. The senior researchers and other interested staff became familiar with the OTM-R policy principles and processes. There was also a workshop for HR professionals to train them in using the new electronic system.

The methodological materials were created and offered as support for the members of selection committees and other interested staff. It was also included in the training sessions. Unfortunately, the university has not created a methodology for e-recruitment yet. Also, the proper methodology for conducting candidate feedback has yet to be fully adopted and disseminated.

## 4. IMPLEMENTATION

### General overview of the implementation process:

The entire process of developing the HRS4R strategy and preparing the Action plan was preceded by discussions with key stakeholders of the university. The basic premise of the created strategy was its harmony with the strategic intention of the university (Palacký University Olomouc Strategic Plan for Educational and Creative Activities for the Period 2021+), which is, among others, focused on the development of human resources. Furthermore, several staff surveys were conducted in late 2018 and 2019. The results of the surveys, together with a detailed analysis of processes and internal documents, became the basis for the GAP analysis and the Action plan. This was commented on by the Steering Committee and discussed in two focus groups with faculty management, researchers, and HR staff in autumn 2020.

From the GAP analysis, four key areas were identified on which the action plan had to focus: strengthening ethical principles in scientific work, standardising fair and transparent selection of new employees and finally, their adaptation and further long-term support in career development, which included regular training, support for mobility, and creating favourable conditions for balancing career and family life.

Palacký University Olomouc established the Action Plan for a period of two years, from Q1/2021 to Q4/2022. Their goal during that period was to create such a qualitative basis in selected areas of HR, which would be possible to build on in the long-term strategic development of HR at UP.

The process of implementation of the Action plan was significantly impacted by the COVID-19

pandemic. Some strategic activities were silenced, and some of the processes were not fully developed. More details are included in the section dedicated to the circumstances with possible impact on HR strategy.

As part of the implementation process, the OTM-R policy was adopted. The principles were published as a norm Code of Conduct for the Recruitment of (Academic and Scientific) Researchers at Palacký University Olomouc. The norm describes general principles of recruitment. Concerning recruitment, the new electronic system for announcing job openings was launched. An integral part of the implementation was multiple training sessions both for researchers and other interested employees to get familiar with OTM-R principles and for HR professionals to train in using the electronic system. More details are described in the section dedicated to the implementation of the OTM-R principles.

Important actions were dedicated to updating existing norms or creating new ones. The Code of Ethics was adjusted to the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The university created/modified and adopted some internal norms, including the Career Code, Academic Staff Recruitment Policy of Palacký University Olomouc or the Concept of the Supervision of Beginning Researchers, Including Postdoctoral Fellows at Palacký University Olomouc (2022–2025). Support methodological materials, especially for recruitment, were created.

An important condition for the quality implementation of the proposed measures was training key actors to strengthen the human resources area at UP. The managers in the positions of heads of departments/institutes or projects were supported and motivated to strengthen their managerial and supervisory competencies. Therefore, their training was given due attention. During the first two years, they developed a set of up to 10 thematic courses for researchers in managerial positions focusing on strategic human resource development, strategic university management, project management, etc.

Part of the Action plan was also the implementation of a gender balance strategy and the preparation of a Gender Equality Plan (GEP). GEP was adopted in January 2022. Document serving UP as a tool for ensuring a systematic approach to gender (in)equality at the institution, which will consequently introduce structural and cultural changes. The Gender Equality Plan (GEP) binds UP to promote gender equality and implement it in the UP development and management strategy. The plan covers following areas:

1. Work-life balance and organisational culture
2. Gender equality in management and decision-making
3. Gender equality in recruitment and career advancement
4. Gender mainstreaming in research and instruction,
5. Measures against gender-based violence, including sexual harassment. The plan achieves gender balance in the university's leadership and decision-making structures.

The university's research community (R1-R4) was involved in the implementation in several ways. They were members of the Steering committee and various working groups. The committee monitored and evaluated the planned processes and was regularly informed about the Action plan filling. Working groups participated in the process of creating documents. Another crucial platform in the process was the Academic Senate, which represented all categories of researchers, including Ph.D. students. A final way of the involvement of the research community way was thorough evaluations of activities by direct participants and by conducting research inquiries among all staff. Evaluations were carried out on all training events.

Dissemination of all processes and outputs towards the target group was important for the whole

process of successful implementation of HRS4R. In this area, existing internal communication tools were used, e.g., a newsletter and a website for employees. Furthermore, a specialised website dedicated to the implementation of HRS4R was created and continuously updated. A special website for Ph.D. students was also created to focus on education and career development.

### How have you prepared the internal review?

The internal review was prepared in cooperation with the working group and Steering Committee as well. The working group had the opportunity to comment on individual parts of the Action plan implementation; members intensively commented on prepared documents and norms. Workers from the Rector's HR office were responsible for properly processing the comments and further document processing to its publishing and dissemination. The working group cooperate with the Steering Committee in the process of assessment.

At the same time as the evaluation of the Action plan, there were prepared new actions to the new Action plan. Some actions are currently in progress and need to be finished and implemented; others have ongoing character (e.g. training sessions). New actions were proposed based on the identified needs and in compliance with the strategic plans (Palacký University Olomouc Strategic Plan for Educational and Creative Activities for the Period 2021+) and direction of the university. They were discussed in the working group and adjusted to the needs of faculties and CATRIN. Multiple surveys related to work conditions, especially work-life balance measures, have been realized in 2022 and 2023. In the autumn 2022 survey "How to make UP a family-friendly place", 339 respondents participated. In the spring 2023 survey "Diversion and flexibility work culture", 1237 respondents participated. According to the outputs, specific actions were designed. The actions were then discussed in the working group and adjusted to the needs of faculties and CATRIN.

As part of the preparation, the needed documents have been complemented. All outputs were published on the university website dedicated to HR Award, both in Czech and English.

The university also cooperated with other research institutions in the field of sharing experiences and good practices. Workers attended several workshops focused on implementing or assessing the HR Award Action Plan. During the period, there were multiple meetings with other HR Award holders to share experiences, good practice examples or obstacles to implementing the Action plan. Employees had an opportunity to share with both Czech and foreign research institutes.

### How have you involved the research community, your main stakeholders, in the implementation process?

The working group comprises representatives from the research community, HR professionals and expert guarantors. In the build process of the working group and steering committee, the goal was to involve representatives across the research levels (R1 – R4) and interested parties from faculties and Czech Advanced Technology and Research Institute (CATRIN). The working group was involved at the level of comment processes for individual norms, documents and processes created during the Action plan filling.

In compliance with the rules for the norm-making process, the implementation process involved trade unions as well. They are an unforgettable part of the university structure, and they were involved in ensuring that the prepared norms and processes are interest of academics and research workers. They usually commented on proposals and cooperated with the responsible members of the

working group.

During the creation of the key norms, such as the Ethic Code, other committees were involved, which participated in the design and provided their expertise. Finally, according to UP Statute the Academic Senate was engaged in the level of approval/confirmation of new norms and documents.

### **Do you have an implementation committee and/or steering group regularly overseeing progress?**

The university has the Steering Committee comprising representatives from the university top management, including Rector, Vice-Rectors, Deans of faculties, General Director of Czech Advanced Technology and Research Institute (CATRIN) and expert guarantor. The committee monitors and evaluates the planned processes and is regularly informed about the Action plan filling, its progress or complications connected to creating individual actions. Their role is to ensure that the proposed HRS4R actions are fully in line with the strategic documents and objectives of the UP and that the ongoing processes are sustainable in the long run.

The role of the implementation committee performs the working group described above. When necessary, the process involves other parts of the university, such as Legal Office, Science and Research Office, Strategy and Quality Office, Continuing Education and Teaching Innovations Office, Communications Office, International Relation Office or Computer Office. The offices were part of the responsible units for individual actions and overseeing the process.

The supervisory role of the implementation process has the Rector's HR office, which is responsible for the schedule for individual activities and fulfilling the Action plan as a whole. Furthermore, the HR office prepares documentation related to phases of the HR Award, such as Interim Assessment or future preparations for the Renewal phase.

### **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 development of human resources is an integral part of the Palacký University Olomouc Strategic Plan for Educational and Creative Activities for the Period 2021+. Human resources care is one of the tools to achieve excellence in research and education. To provide development and support in this area, the university applied for HR Award and successfully gained it.

Action plan strives for development at the level of creating norms and documents to define HR policy at UP (Ethic Code, Code of Career, etc.), creating supportive methodological materials for HR professionals and head workers to improve human resources care and create appropriate work conditions. That includes gender equality, diversity and flexibility, preventing inappropriate behaviour (such as bullying and sexual harassment) and work-life balance. Palacký University will continue enhancing working conditions and working culture. Regarding the Gender Equality Plan, the UP focuses on better work-life balance and increasing employees' satisfaction with the working environment and workplace relations. The main goals are to support young researchers (especially parents), to achieve gender equality in recruitment and career growth, and gender equality in management and decision-making positions, and to integrate gender dimensions into the research. Based on the examples, UP will adopt The Declaration of Supporting the Policy of Work-Life Balance at UP. There was an external online workshop on integrating the gender dimension into research; this

workshop will repeat. There were also workshops for academic and non-academic staff about preventing inappropriate behaviour (bullying, sexual harassment, etc.), and such workshops will also repeat. The new website "Fair University" was launched.

#### **How is your organisation ensuring that the proposed actions are also being implemented?**

The proposed actions are designed by following the university's strategic plans and valid policies. This fact gives them the needed strength and support across the academic community and management of UP. The Strategic Plan is regularly monitored, and the responsible department is compulsory to give reports to the Academic Senate. Furthermore, some actions are linked to financial resources, which are subject to checks by resource providers (European Union, ministries and others).

Individual actions have established schedules and responsible department/office, including the vice-rectors or other management representatives. The support system is usually designed to ensure the implementation of the norms or processes. Approved norms are obligatory for all faculties and Czech Advanced Technology and Research Institute (CATRIN). For new processes have been created the offer of training sessions or consultations to support their implementation in individual departments/offices.

#### **How are you monitoring progress?**

As was described above, the progress is regularly monitored by the working group and responsible HR office. Every action has a schedule following the process, from the preparation to the final stage, including the implementation and dissemination. The Rector's HR office is responsible for following the schedule. The Steering Committee receives reports about the fulfilment of the Action plan.

In case of unexpected circumstances is decided about next steps to achieve the action, and the HR office and working group strive to complete the action.

#### **How will you measure progress (indicators) in view of the next assessment?\***

Every prolonged and new action of the Action plan will have key indicators established, so the schedule and responsible units. Some of the actions can exceed the time of implementation of the new Action plan as they are connected to the strategic planning of UP. As during the previous period, the working group will participate in implementing actions so that the steering committee will preserve its role. The Rector's HR office will still be responsible for the HR Award processes.

In the next period will be necessary to follow potential cultural policy changes or strategic direction of the university to adapt the direction of the whole HRS4R.

#### **How do you expect to prepare for the external review?**

The preparations will be ongoing during the period of the implementation of the renewed Action plan. The key role will be the working group and the Steering Committee, which will supervise the implementation process and participate in fulfilling the Action plan. The cooperation with key departments (Strategy and Quality Department, Continuing Education and Teaching Innovations Office, etc.) will continue in the area of creating new documents, methodological materials or

implementation of the new processes.

The website dedicated to the HR Award will be continuously updated to provide all outputs and important materials created during the implementation.

As a part of the preparations, the survey will be implemented among academics and research workers to find out how the HR Award strategy influenced the changes and development in the HR area/processes. There will also be focus groups with stakeholders as a part of the preparation for the external review.

During the implementation period, the experience exchanges (including both Czech and foreign) will be an important part of gaining valuable experiences and good practice examples.