

TEMPLATE 4: ACTION PLAN

Case number: 2019CZ461877

Name Organisation under review: Brno University of Technology

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1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	1378,22
Of whom are international (i.e. foreign nationality)	148
Of whom are externally funded (i.e. for whom the organisation is host organisation)	
Of whom are women	286,48
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	422,14
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	588,190
Of whom are stage R1 = in most organisations corresponding with doctoral level	377,777
Total number of students (if relevant)	18689
Total number of staff (including management, administrative, teaching and research staff)	3058,39
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	193 290 673
Annual organisational direct government funding (designated for research)	47 947 737
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	54 808 619
Annual funding from private, non-government sources, designated for research	5 385 242
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
Brno University of Technology (BUT) is the largest and oldest technical university in the Czech Republic. The university was founded in 1899 and consists of 8 faculties and 4 other university component parts (rectorate, 2 institutes and 1 centre). The faculties of BUT are located in various buildings, both modern and 19th-century buildings located in the centre of Brno and on the BUT campus. 3651 employees, 333 RS and 1308 AS work at BUT, of which 21 % are women. The share of women in support / administrative positions is 50%. BUT has 20 full-time doctoral degree programs with 845 students (of which 264 women/188 foreigners).	

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>Strengths The Code of Conduct exists as an internal regulation. An ethics committee has been set up at BUT, which resolves any offenses against The Code of Conduct and forwards them to the rector of the university. Infractions of Ph.D. students are dealt with in accordance with the Disciplinary Rules. The protection of intellectual property and the rights arising from them is supported by the Technology Transfer Department (TTD) and the Project Support Department. The protection of intellectual property is addressed by internal regulations, including the actual commercialisation of the results.</p> <p>Weaknesses The Code of Conduct is not in line with the Charter and the Code. BUT does not have a CGRP Methodology, which would be a supporting document for researchers and academics. BUT does not have a uniform career code and evaluation system. These documents are now under development and they will be ready in 2021/2022. The aim is to integrate the Human Resources Strategy into the BUT Long-Term Plan for 2021–2025 + 2030.</p>
Recruitment and selection	<p>Strengths Selection procedures are supported by the internal document The Rules for Selection Procedures and further by the legislation of the Czech Republic – the Labour Code. The advertisements are posted on the BUT job opportunities websites (Czech only), which are connected to the Jobs.cz and Práce.cz portals. The members of the selection committees are primarily employees of the university and they are always selected according to the offered job position; in the case of vacancies at creative positions (FA – Faculty of Architecture, FFA - Faculty of Fine Arts), they are often also from other institutions.</p> <p>Weaknesses The Rules for Selection Procedures do not specify the composition of committees, they do not determine the conditions and rules of job advertisements. The recruitment process is not in line with the OTM-R policy. Absence of BUT career pages in English. Career sites do not have a uniform structure and there is no obligation to use the EURAXESS portal. Some faculties and institutes have created their separate profiles on the EURAXESS website. For example, Researchjobs is used for advertising. The internal regulation of selection procedures does not include conditions and recommendations for selection procedures for non-academic staff or for administrative positions.</p>

Working conditions	<p>Strengths</p> <p>In its Plans for the implementation of the strategic intent, BUT has support for research and the research environment as one of its objectives. This was also added to the newly prepared BUT Strategic Plan for the years 2021+, which focuses on activities in the field of human resources management strategy, research, education, development and innovation, art and others. BUT recognises and respects its employees and strives for professionalism in all areas it offers. Working conditions at BUT enable researchers and other employees to have a balanced work and family life. BUT offers part-time positions, flexible working hours, leave for all employees (8 weeks for AS and 6 weeks for other employees).</p> <p>Weaknesses</p> <p>BUT lacks planning and evaluation of personal development as part of career development, there is no university-wide Career Code. Career development and relevant evaluation and planning processes are implemented at some faculties and institutes without central support. According to the legislation of the Czech Republic for higher education, the participation of non-academic researchers in decision-making bodies is limited. They can participate, for example, by membership of the Scientific Council. They may not be members of the Academic Senate, colleges, etc., they may not elect a rector or elect a representative to the Academic Senate.</p>
Training and development	<p>Strengths</p> <p>The supervision of R1 researchers (PhD students) and the process of their training is described and regulated by national and internal legislation. Doctoral students can study in long-distance form with respect to their personal lives. There are 21 long-distance study programs at the BUT. The long-distance form is studied by 648 students (of which 152 women/93 foreigners). All researchers have access to education, both at institutional and individual level. Lifelong learning opportunities are supported. There is a wide offer of education across the university. Education is offered by the Lifelong Learning Institute LLI BUT, the Central Library, or individual F/C, as well as the Computer and Information Services Centre (CISC), the library, the Rector's Office, etc.</p> <p>Weaknesses</p> <p>There is no personal development planning system implemented at BUT. Supervision of R2 researchers (Postdocs) is not defined and the process is performed only at the level of some departments or research groups, primarily at CEITEC BUT, as it has the highest share of non-academic researchers. There is no management skills training for senior researchers. The offer of education and training is wide, but it does not comprehensively address the needs of personal / work / managerial development. There is a lack of regular, follow-up managerial training, as well as professional training according to the focus of the F/C. The training is offered on various portals, there is no concept, and this makes it difficult to find, even if employees receive a bulk email with new courses organised by the Lifelong Learning Institute (LLI).</p>

3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL: <https://www.vutbr.cz/en/rad/hr-award/documents#documents-for-european-commission>

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/ Target(s)
<i>Free text -100 words max</i>	<i>Retrieved from the GAP Analysis</i>			
1. Revision and updating of The Code of Conduct in accordance with the Charter and the Code.	(-/+) 2. Ethical principles (-/+) 3. Professional responsibility (++) 31. Intellectual Property Rights (+/-) 32. Co-authorship (+/-) 34. Complains/appeals	Q1/2022	Ethics Committee, Vice-Rector for Research and Development	<ul style="list-style-type: none"> The new updated Code of Conduct was approved by the BUT Academic Senate. The Code of Conduct is available to 100 % of employees on the university's website / official notice board / legislation in Czech and English. URL of the place.
2. Creating a CGRP methodology. CGRP is a supporting document not only for research staff. The Code of Good Research Practice is a detailed document specifically for researchers. CGRP focuses mainly on the ethical consequences of	(-/+) 2. Ethical principles (-/+) 3. Professional responsibility (+/-) 4. Professional attitude (+/-) 5. Contractual and legal obligations (+/-) 6. Accountability (++) 7. Good practice in research (++) 8. Dissemination, exploitation of	Q3/2021	Head of the Personnel Department and Vice-Rector for Research and Development in cooperation with the Coordination Group	<ul style="list-style-type: none"> The Methodology – CGRP was created at BUT. The methodology is available to 100 % of employees in Czech and English on the Science and Research website and after logging in to BUT SharePoint in sections for new and existing employees. URL of the new website

<p>research work, including modern forms of plagiarism, issues of professional approach, responsibility, professional responsibility, research integrity, dissemination, including open access, as well as the definition of postdoctoral status at BUT and security aspects of research.</p>	<p>results (++) 31. Intellectual Property Rights (+/-) 32. Co-authorship (+/-) 34. Complains/appeals</p>			
<p>3. BUT's Strategic Intent for the period 2021-2025 will be in accordance with the principles of the Charter and the Code.</p> <p>It contains priorities of science and research, human resources management at the university, support for pedagogical activities, etc. The strategic intent is the main strategic document that defines key objectives, indicators and methods for achieving these objectives for all areas of university activity (including human resources, science and research). F/C Strategic Plans are created separately, taking into account their focus and</p>	<p>(+/-) 4. Professional attitude (+/-) 6. Accountability (++) 8. Dissemination, exploitation of results (++) 23. Research environment (++) 25. Stability and permanence of employment</p>	<p>Q1/2021</p>	<p>Rector, Bursar, Vice-Rector for Academic Agenda, Vice-Rector for Studies, Vice-Rector for Research and Development, Vice-Rector for International Relations, Vice-Rector for Information Technology, Chancellor, Strategy Department</p>	<ul style="list-style-type: none"> • A prepared and approved BUT Strategic Intent for the period 2021–2025 + 2030 in accordance with the Charter and the Code – by the academic community. • Available for 100 % of employees on the website / official board / legislation in Czech and English. • URL of the place.

<p>project challenges, but in accordance with the University Strategy.</p>				
<p>4. Creation of the concept of the Career Code / concept of the Evaluation System in connection with the existing BUT Salary Rules.</p> <p>The Evaluation System and the BUT Career Code is a supporting and recommending document for individual Career Codes and F/C evaluations, which are specific with regard to field discipline and focus.</p> <p>The BUT Career Code and Employee Evaluation System will be implemented in the period 2023–2025.</p> <p>The Career Code will be in line with the principles of the Charter and the Code and it will enshrine the principles of OTM-R policy.</p> <p>The Career Code and the Evaluation System will also be based on the emerging BUT Human Resources Management Strategy.</p> <p>The Code determines the</p>	<p>(-/+) 11. Evaluation/appraisal systems (-/+) 28. Career development (-/+) 30. Access to career advice (+/-) 33. Teaching</p>	<p>Q4/2021</p>	<p>Vice-Rector for Academic Agenda in cooperation with the Rector, Bursar, F/C Management</p>	<ul style="list-style-type: none"> • The concept of the Career Code and the concept of the Evaluation System in connection with the existing Salary Rules by the academic community are created and approved. • The concept is accessible to 100 % of employees in Czech and English. • URL of the new website

<p>basic tools and conditions for the career development of employees, their evaluation, remuneration and support for individual career counselling.</p>				
<p>5. Revision and creation of new Selection Procedure Rules in accordance with the Charter and the Code, enshrining the principles of OTM-R policy.</p> <p>The revised, updated The Rules of Selection Procedures define the individual phases of selection procedures (selection procedures announcement, appointment of the committee, provision of additional information, information on narrowing of the selection, invitation of selected candidates for interviews, provision of information on committee decisions, setting deadlines for appeals and more). The Rules for Selection Procedures stipulate partial procedures</p>	<p>(-/+) 12. Recruitment (-/+) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code) (++) 18. Recognition of mobility experience (Code)</p>	<p>Q1/2022</p>	<p>Head of the Personnel Department in cooperation with the Coordination Group and the management of the university and F/C.</p>	<ul style="list-style-type: none"> • The new updated The Rules for Selection Procedures are approved by the academic community. • The Rules are posted on the BUT website on the Official Board / legislation in Czech and English. • The Rules for Selection Procedures are available to 100 % of employees. • URL of the place.

<p>for individual types of job positions. For a more detailed purpose of recruitment and selection, supporting Methodologies have been created – Methodology for recruitment and Methodology for selection committees, including e-learning support. Jobs for researchers are established in accordance with the European Framework for Research Career – Euraxess, categories R1 to R4.</p>				
<p>6. Creation of a Methodology for recruitment.</p> <p>The Methodology is a comprehensive supporting document for recruitment for human resources workers, selection procedures announcers, heads of departments, workplaces and institutes. The Methodology sets out the conditions for posting job advertisements on EURAXESS. The Methodology determines the creation of an advertisement for other job positions. It specifies the jobs description. The</p>	<p>(-/+) 12. Recruitment (-/+) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code) (++) 17. Variations in the chronological order of CVs (Code) (++) 18. Recognition of mobility experience (Code) (++) 19. Recognition of qualifications (Code) (+/-) 20. Seniority (Code) (-/+) 22. Recognition of the profession</p>	<p>Q1/2022</p>	<p>Head of the Personnel Department in cooperation with the Coordination Group</p>	<ul style="list-style-type: none"> • Methodology for recruitment created. • The Methodology for recruitment of employees is accessible to 100 % of employees. • The Methodology for recruitment is saved after logging in to Sharepoint in the section for existing employees.

<p>methodology addresses the steps related to the request for feedback by an unsuccessful candidate in the selection procedures, including references to legislative documents valid in the Czech Republic and also related to the BUT internal environment.</p>				
<p>7. Creation of the Methodology for selection procedures.</p> <p>The Methodology contains basic aspects and principles of employee selection, the most common wrong steps and procedures in the selection procedures, possible methods and techniques for the selection procedures, effective and objective acquisition of information on participants' qualities, processing and analysis of information on participants' qualities, the top ten for the selection committee. The Methodology for selection procedures is in both Czech and English. E-learning for selection</p>	<p>(+/-) 10. Non discrimination (-/+) 12. Recruitment (-/+) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code) (++) 17. Variations in the chronological order of CVs (Code) (++) 18. Recognition of mobility experience (Code) (++) 19. Recognition of qualifications (Code) (+/-) 20. Seniority (Code)</p>	<p>Q3/2021</p>	<p>Head of the Personnel Department in cooperation with the Coordination Group</p>	<ul style="list-style-type: none"> • The Methodology for selection procedures is created. • E-learning for selection committees is created. • E-learning is saved in the Czech and English versions after logging in to SharePoint in the section for existing employees. • E-learning is accessible to 100 % of the selection committee members • The methodology for selection procedures is accessible after logging in to Sharepoint in the section for existing employees. • The Methodology is accessible to 100 % of employees.

committees contains a summary of all aspects.				
<p>8. Training of selection committee members on the correct course of the selection procedures.</p> <p>Training in selection procedures in accordance with the Charter and the Code and the principles of OTM-R policy. In the form of studying the e-learning support created for this purpose. E-learning will be regularly updated once a year. The training of the selection committee members is always the responsibility of the selection procedures announcer and the president of the committee. HR workers are trained independently in accordance with the job description.</p>	<p>(+/-) 10. Non discrimination (-/+)</p> <p>12. Recruitment (-/+)</p> <p>13. Recruitment (Code) (+/-)</p> <p>14. Selection (Code) (+/-)</p> <p>15. Transparency (Code)</p>	Od Q2/2022	Bursar, F/C management and Head of Personnel Department	<ul style="list-style-type: none"> • 100 % of the selection committee members are trained via e-learning. • 100 % of the HR workers responsible for the selection procedures are trained.
<p>9. Publication of job offers for researchers at EURAXESS.</p> <p>Publication of job offers for researchers at EURAXESS according to the updated new The Rules for Selection Procedures and the</p>	<p>(+/-) 10. Non discrimination (-/+)</p> <p>12. Recruitment (-/+)</p> <p>13. Recruitment (Code) (+/-)</p> <p>14. Selection (Code) (+/-)</p> <p>15. Transparency (Code)</p>	Q4/2022	Head of Personnel Department	<ul style="list-style-type: none"> • Job offers for researchers are being published on Euraxess.

Recruitment Methodology.				
<p>10. Translation of documents and forms for recruitment, selection and personnel documentation into English.</p> <p>Documents relating to recruitment, selection and personnel are translated. The documents are in Czech and English. All forms and supporting documents are stored on the BUT website under the BUT Personnel Department in the Forms section.</p>	(+/-) 5. Contractual and legal obligations (-/+) 13. Recruitment (Code)	Q1/2022	Head of Personnel Department	<ul style="list-style-type: none"> • 50 % of relevant documents related to personnel documents will be bilingual. • Documents and forms are stored on the website of the Personnel Department and after logging in to Sharepoint in the section for existing employees. • URL of the place.
<p>11. Create templates of forms for selection procedures for individual groups of employees.</p> <p>Templates for individual groups and groups of employees: R1-R4, RS, TOS and W (Research Staff, Technical/Office Staff, Worker). The templates are in Czech and English. The templates are stored on the Personnel Department website in the Forms section.</p>	(-/+) 12. Recruitment	Q3/2021	Head of the Personnel Department in cooperation with the Coordination Group	<ul style="list-style-type: none"> • Templates of selection procedures forms R1-R4, RS, TOS and W created. • Templates accessible to 100 % of HR workers at the Personnel Department and Social Department and at F/C Personnel Departments after logging in to Sharepoint in the Personnel Department section.

<p>The aim is to unify job advertisements at BUT.</p> <p>The aim is transparency and integrity of information with regard to the differences of individual positions.</p>				
<p>12. Revision and creation of an updated new Brochure not only for a new employee – online version.</p> <p>The basic processes during the entry / exit of an employee and during the interruption of employment are updated, supplemented and described. Furthermore, it contains descriptions of situations related to the employee's work environment, the employee's technical background, health and safety and fire protection, IT issues, economic issues, personnel matters, basic information and procedures for new employees of individual F/C, information on access and internal portals according to job classification, etc. The Brochure is in both Czech and English and it is stored on SharePoint in the</p>	<p>(+/-) 5. Contractual and legal obligations</p> <p>(+/-) 24. Working conditions</p> <p>(--) 40. Supervision</p>	<p>Q4/2021</p>	<p>Head of Personnel Department</p>	<ul style="list-style-type: none"> • An updated new online Brochure has been created, not only for new employees. • Brochure available to 100 % of new and existing employees. • The Brochure is stored on the website of the Personnel Department and, after logging in, also on Sharepoint in the sections for new and existing employees. • The Brochure is in Czech and English versions.

<p>section for New and Existing Employees after logging in. The Brochure will be in an online version, so it can be updated. And it will be attached to the welcome email sent to new employees.</p>				
<p>13. Training of employees of Personnel Departments (HR) in the area of personnel and communication.</p> <p>HR employees at BUT are trained in the areas of selection procedures and recruitment, human resources, ethics, communication with foreign candidates and employees. The HR employees of the entire BUT have attended 4 semesters of English classes they and are able to provide at least basic information regarding the personnel areas in their competence.</p> <p>The training is focused on increasing knowledge and competencies in the areas of selection procedures and recruitment, human resources, wages, ethics, communication with</p>	<p>(-/+) 12. Recruitment (-/+) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 24. Working conditions (-/+) 28. Career development</p>	<p>Q4/2022</p>	<p>Head of Personnel Department</p>	<ul style="list-style-type: none"> • 100 % of the employees of the Personnel Department and F/C Personnel Departments are trained.

<p>foreign candidates and employees.</p> <p>The aim is to increase the knowledge of support staff for RS and AS.</p> <p>Internationalisation of the BUT environment.</p>				
<p>14. Continuous and effective introduction of work diversity in connection with the work and private life balance into the BUT's culture and practice.</p> <p>Supporting Work-Life Balance, taking into account the needs of parents with young children when drawing up the schedule and work activities, Maternity and parental break is not an obstacle and limitation in guaranteeing study programmes. The aim is to promote diversity by increasing the number of employees from disadvantaged groups.</p> <p>E-learning will be developed to raise awareness of diversity among researchers, managers and other employees.</p>	<p>(+/-) 5. Contractual and legal obligations (+/-) 10. Non discrimination (-/+) 12. Recruitment (+/-) 27. Gender balance (--) 40. Supervision</p>	<p>Q3/2021</p>	<p>1. Creation of e-learning – Personnel Department.</p> <p>2. Adherence and implementation into the BUT environment – Rector, Bursar, Vice-Rectors, F/C Management</p>	<ul style="list-style-type: none"> • E-learning Support of diversity at BUT created. • E-learning is in Czech and English. • E-learning is accessible to 100 % of employees. • E-learning is stored on the website of the Personnel Department. • URL of the new place.

<p>15. Implementation of a questionnaire survey.</p> <p>The aim of the questionnaire survey is to evaluate whether the identified shortcomings in the GaP analysis, which was performed at BUT in 2020, have been eliminated or mitigated.</p> <p>The aim is to propose further measures and new objectives to increase employee satisfaction and increase the prestige of BUT.</p> <p>The questionnaire survey will correspond to the 2020 GaP analysis, the Action Objectives from the Action Plan and beyond.</p>	<p>(-/+)</p> <p>2. Ethical principles (-/+)</p> <p>3. Professional responsibility (+/-)</p> <p>5. Contractual and legal obligations (++)</p> <p>8. Dissemination, exploitation of results (+/-)</p> <p>10. Non discrimination (-/+)</p> <p>11. Evaluation/appraisal systems (-/+)</p> <p>12. Recruitment (++)</p> <p>23. Research environment (+/-)</p> <p>24. Working conditions (++)</p> <p>25. Stability and permanence of employment (+/-)</p> <p>27. Gender balance (++)</p> <p>31. Intellectual Property Rights (+/-)</p> <p>32. Co-authorship (+/-)</p> <p>33. Teaching (+/-)</p> <p>34. Complains/appeals (+/-)</p> <p>35. Participation in decision-making bodies (--)</p> <p>40. Supervision</p>	<p>Q3/2022</p>	<p>Personnel Department in cooperation with the Coordination Group.</p>	<ul style="list-style-type: none"> • A questionnaire survey is carried out among all employees. • A questionnaire survey is sent to 100 % of employees. • The questionnaire survey is anonymous, in Czech and English. • The report from the questionnaire survey is in Czech and English. • The outputs of the questionnaire survey are compared with each other in 2020 and 2022. • URL of the place.
<p>16. Centralisation of educational events.</p> <p>The offer of courses, seminars, lifelong learning and professional events for BUT employees is centralised on one</p>	<p>(+/-)</p> <p>24. Working conditions (-/+)</p> <p>28. Career development (+/-)</p> <p>33. Teaching (-/+)</p> <p>38. Continuing Professional Development (-</p>	<p>Q2/2022</p>	<p>CISC (Computer and Information Services Centre), Vice-Rector for Information Technology in cooperation</p>	<ul style="list-style-type: none"> • Educational events at Brno University of Technology are centralised. • The offer of courses is accessible to 100 % of employees and the public.

<p>website for the entire BUT. The original format for individual announcers and education providers at BUT is also preserved.</p>	<p>/+) 39. Access to research training and continuous development</p>		<p>with representatives of F/C, the library and the Head of the Personnel Department</p>	<ul style="list-style-type: none"> • URL of the new place.
<p>17. Creating a section for project support on the BUT website.</p> <p>The section will be for research, academic and other employees of BUT. The section is created under Science and Research.</p> <p>The section contains unified information, links, materials on current calls, on the offered trainings for researchers and academics.</p>	<p>(-/+)</p> <p>3. Professional responsibility (+/-)</p> <p>4. Professional attitude (+/-)</p> <p>5. Contractual and legal obligations (+/-)</p> <p>6. Accountability (++)</p> <p>7. Good practice in research (+/-)</p> <p>21. Postdoctoral appointments (Code) (++)</p> <p>31. Intellectual Property Rights</p>	<p>Q3/2022</p>	<p>Vice-Rector for Research and Development with the support of the Project Support Department and the Head of Technology Transfer</p>	<ul style="list-style-type: none"> • A new Project Support section has been created. • URL of the new place. • The project support web section is accessible to 100 % of employees. • 100 % of employees submitting a project are trained.
<p>18. Creation of the design and concept of the Adaptation Process, including the competency model in the form of a Methodology.</p> <p>The aim is to create an Adaptation Process Methodology,</p>	<p>(+/-)</p> <p>24. Working conditions (+/-)</p> <p>27. Gender balance (+/-)</p> <p>33. Teaching (+/-)</p> <p>36. Relation with supervisors (-)</p> <p>40. Supervision</p>	<p>Q1/2022</p>	<p>Personnel Department in cooperation with BUT Personnel Departments and the F/C management and the Coordination Group</p>	<ul style="list-style-type: none"> • The Adaptation Process Methodology is created. • 20 types of adaptation plans with competency models are created. • Adaptation plans with competency models are stored on the website of the Personnel Department.

<p>including the competence model of an Information Package, not only for new employees in various positions. (TOS, AS, RS)</p> <p>Job description, suggestions for training in preparation for work development / career, which the given employee can use for his / her activity. Including a design of control activities aimed at the mentor / trainer (manager of the given workplace / project).</p> <p>The aim is also to train the managers / mentors.</p>				<ul style="list-style-type: none"> • 30 % of selected leaders / mentors of the most often filled positions are trained. • 100 % of the employees of the Personnel and Social Department and the Personnel Departments F/C are trained.
<p>19. BUT's Marketing and PR.</p> <p>Centralised place of events that will take place at BUT (conferences, seminars, cultural events and social events, sports events). Awareness of employees about possible participation. The information is entered in the Czech language and at least in the form of a basic short text in English.</p>	<p>(-/+) 28. Career development (-/+) 30. Access to career advice (+/-) 33. Teaching (-/+) 38. Continuing Professional Development (-/+) 39. Access to research training and continuous development</p>	<p>Q1/2022</p>	<p>Head of Marketing in cooperation with CISC</p>	<ul style="list-style-type: none"> • A centralised calendar of events is created. • The calendar is accessible to 100 % of employees. • URL of the place.
<p>20. Establishment of a support</p>	<p>(-/+) 12. Recruitment (-</p>	<p>Q3/2022</p>	<p>Head of the Personnel</p>	<ul style="list-style-type: none"> • A support department for HR areas was established.

<p>department for labour law and HR at BUT.</p> <p>The support department ensures uniformity and transparency of HR activities at the university. It ensures that personnel, labour and legal matters are included in the internal standards and it also carries out controlling activities in accordance with the OTM-R policy at BUT. Its activities will include the personnel agenda as well as the control of legislation and the resolution of labour law issues.</p>	<p>/+) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code) (++) 17. Variations in the chronological order of CVs (Code) (+/-) 21. Postdoctoral appointments (Code) (+/-) 24. Working conditions</p>		<p>Department in cooperation with the Bursar and F/C management</p>	<ul style="list-style-type: none"> • The department falls under the Personnel Department. • 100 % of employees are informed about the creation. • 100 % of employees of the Personnel and Social Department dealing with recruitment and 100 % of the employees of the F/C Personnel Departments cooperate with the support department. • URL of the place.
<p>21. Design and creation of storage space for archiving research data in accordance with the Open Access policy.</p> <p>Storing the results of research activities in the university repository in accordance with the Open Access policy. It will follow in the next period from 2023.</p> <p>The aim is to establish Open Access to scientific information, which</p>	<p>(-/+) 2. Ethical principles (-/+) 3. Professional responsibility (++) (+/-) 4. Professional attitude (+/-)(+/-) 6. Accountability 7. Good practice in research (++)</p>	<p>Q2/2022</p>	<p>Vice-Rector for Research and Development with the Vice-Rector for Academic Agenda in cooperation with the Central Library.</p>	<ul style="list-style-type: none"> • Creation of storage space for archiving research data • 100 % of employees are informed about the creation. • Storage space accessible to 100 % of academic staff and researchers. • Mandatory storage of results from 2023 • URL of the new place.

<p>is one of the basic conditions for the development of science. The availability of scientific information improves public services and enables faster innovation. Furthermore, the Council for Research, Development and Innovation issued recommendations according to the “The Czech Republic National Strategy of Open Access to Scientific Information for 2017–2020”</p>				
<p>22. New BUT Career Sites.</p> <p>Career Sites with an offer of jobs divided into individual groups of employees (RS, AS, TOS, WS). They are in accordance with The Rules for Selection Procedures and the Recruitment Methodology.</p>	<p>(-/+) 12. Recruitment (-/+) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code) 18. Recognition of mobility experience (Code) (+/-) 24. Working conditions (+/-) 27. Gender balance</p>	<p>Q3/2021</p>	<p>Department of Marketing and External Relations in cooperation with the Personnel Department</p>	<ul style="list-style-type: none"> • New BUT Career Sites created. • Career Sites accessible to 100 % of employees and 100 % of applicants. • URL of the new websites.

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

Actions related to the implementation of the principles of open, transparent and merit-based recruitment of BUT researchers (OTM-R policy): [Action Plan](#). BUT is well aware of the importance of human resources in the organisation. Quality, competent and motivated employees are its basic pillar. At present, the principles of the OTM-R policy are generally complied with according to the BUT Statute and the valid The Rules for Selection Procedures, which are partially, but not fully in line with the principles of the Charter and the Code. The principles of the OTM-R policy will be enshrined in The Rules for Selection Procedures. Measures to address the identified shortcomings and inconsistent provisions were described in the Action Plan. The Methodology for Selection Procedures will be created in order to ensure that the OTM-R policy is implemented into the BUT environment. In connection with this methodology, e-learning for members of selection committees will also be created with regard to employees and the training needs of members of selection committees as a guide to the basic The Rules for Selection Procedures. The methodology will be intended for members of Selection Committees. Sample templates for recruitment in English will also be created for various job positions with fixed and flexible data. The Rules for Selection Procedures will be revised and brought into line with the principles of the Charter and the Code, and they will enshrine the OTM-R policy principles. We will create another supporting document – the Methodology for Recruitment, which will include, for example, sample advertisements, options for publication, mandatory and recommended data, deadlines, handling of complaints regarding the selection procedures, etc... The recruitment and selection methodologies will be in line with the Charter and the Code and they will include the principles of the OTM-R policy. An obligation will be established to advertise research positions in Czech and English on the Euraxess portal or other transnational platforms. An HR support department will be established as part of the Rector's Office Personnel Department. Its activities will include the personnel agenda as well as the control of legislation and the resolution of labour law issues related to HR at the university. It will support the F/C. The next step will be to increase the attractiveness of the recruitment process by using social networks and forms of advertising that are based on personal contacts of existing BUT researchers. Electronic tools will be implemented to support the recruitment process. To meet the requirements of the OTM-R policy, a training programme will be prepared for BUT employees working in the field of human resources. Language training of administrative staff (especially HR workers) will be supported and a minimum level of English language proficiency – A2 with the obligation to attend English language courses offered by BUT will be required for newly filled administrative positions. Furthermore, the Employee's Guide will be revised and modified (expanded) so that it serves for all categories of employees not only in the first weeks of their employment at BUT.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL:

BUT does not have a Recruitment Strategy that is in line with OTM-R. BUT has The Rules for Selection Procedures, which will be revised and an updated; new The Rules for Selection Procedures will be created. The OTM-R policy will be integrated into all documents, methodologies, guidelines and

legislation relating to research, science, teaching, personnel policy and employee care.

4. IMPLEMENTATION

General overview of the expected implementation process:

The implementation is planned to start at the beginning of 2021. The main emphasis will be placed on addressing the shortcomings contained in the GaP analysis, the checklist of OTM-R policy rules and the results of the Questionnaire Survey, which took place at BUT in April and May 2020. The main focus will be on the following areas: Career Rules, concept of the Evaluation System, CGRP – supporting methodology for research, protection of intellectual property projects, revision of recruitment legislation and creation of related methodologies, internationalisation (translations of documents for recruitment / selection and personnel agenda into English, language training of administrative staff, etc.), as well as university's marketing and PR and employee training.

In the initial phase, activities will be implemented aimed at determining procedures and responsibilities, creating concepts, documents, legislative and methodological background. Subsequently, individual actions / measures will be gradually implemented into the BUT environment. A trial period will be set, which will then be evaluated and any deficiencies remedied. Related documents will be translated into English on an ongoing basis. The implementation of the proposed measures, created support methodologies, training and e-learning is expected to be gradual, according to the set Action Objective and deadlines.

The Coordination Group will be responsible for the implementation of individually defined actions of the Action Plan at BUT and it will have the same composition as during the preparation of documents (GaP, OTM-R, Questionnaire Survey, AP Proposals). Composition: Bursar, Head of the Personnel Department, HR workers, F/C representatives. The Coordination Group, F/C representatives will work themselves on the creation and fulfilment of some Action Objectives, in the form of involvement of selected groups of employees directly at F/C, as was the case when preparing the documents mandatory to obtain the award.

The implementation team will be composed of persons responsible for individual actions in the [Action Plan](#) (heads of responsible workplaces in cooperation with the Bursar / Vice-Rectors / F/C Coordinators, according to the content of the Action Objective and its outputs). These will always be representatives of scientific and academic staff with support from TOS.

The Steering Committee will continue in the same composition as in the preparation of all award-related materials. It will consist of the Rector, the Bursar, the Chancellor, the Vice-Rector for Academic Agenda, the Vice-Rector for Research and Development, the Vice-Rector for Studies, and the Head of the Personnel Department.

The implementation of individual action points set by BUT in the Action Plan should ensure the following:

- Clear processes of inspection activities
- Defined conditions for recruitment and selection of the most suitable candidates
- Support for newly recruited researchers and other workers
- More qualified approach of HR employees (AS / RS support, English language proficiency at least at the A2 level)
- Evaluation system, depending on education and professional development

- Quality support for creative activities, expansion of the Digital Library and a central repository of research data
- Promotion of the university as an employer

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Checklist	*Detailed description and duly justification
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p><i>Competences and mutual relations in the implementation phase will be as follows:</i></p> <p><i>The implementation team will be composed of persons responsible for individual actions in the Action Plan (heads of responsible workplaces in cooperation with the Bursar / Vice-Rectors or other departments, according to the content of the Action Objective and its outputs). Members will be responsible for the actual implementation of the planned activities on the basis of their expertise, within a defined time frame and in accordance with established measurable indicators. Individual heads of workplaces will communicate the status of implementation once every 3 to 6 months at a joint meeting with the Coordination Group according to the action objectives timeline.</i></p> <p><i>The Coordination Group will be responsible for the implementation of individually defined actions of the Action Plan at BUT and it will have the same composition as during the preparation of documents (GaP analysis, OTM-R policy, Questionnaire Survey, proposals of action objectives for the BUT Action Plan). Composition: Bursar, Head of the Personnel Department, HR workers, F/C representatives. The Coordination Group will monitor the progress of implementation and it will evaluate the results achieved. Its main tasks will include the control of activities, monitoring of implemented actions in accordance with the activities in the Action Plan and other related documents submitted in the application for HR Award. An important task will be to identify possible shortcomings and risks in the implementation phase and to propose corrective measures. Meetings will be scheduled with a view to fulfilling the Action Objectives. The Coordination Group will regularly inform the Steering Committee once every 3 to 6 months about the status of individual activities.</i></p>

	<p><i>The Steering Committee will be in the same composition as in the preparation of all award-related materials, i.e. Rector, Bursar, Chancellor, Vice-Rector for Academic Agenda, Vice-Rector for Research and Development, Vice-Rector for Studies, Head of the Personnel Department. The Steering Committee will control and supervise the progress and guarantee the whole implementation process. The Steering Committee will meet once every 3 to 6 months. The members of the Coordination Group will always be provided with the feedback needed to formulate corrective measures from the Steering Committee. Subsequently, the Coordination Group will provide feedback to the Implementation Team. The Steering Committee will be responsible for communicating with other stakeholders (the Rector's College, the Bursar's College, the Academic Senate and other decision-making bodies) and it will also be responsible for allocating financial resources so that activities take place properly and within a defined timeframe.</i></p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p><i>The involvement of employees in individual steps is taken by BUT as a basic prerequisite for successful implementation. BUT is a technical university with various specialisations across its F/C; it includes research centres and workplaces, pedagogical activities, but also technical, administrative and support workplaces. For this reason, we want the Implementation Teams (heads of individual involved workplaces) to involve various groups of employees in the training – F/C management, heads of institutes and workplaces, heads of research teams and laboratories, project managers, employee representatives (R1 – R4). Individual managers who will be part of the Implementation Team will discuss the implementation of individual measures with employees of F/C, institutes, workplaces, etc., for example at meetings, etc. They will communicate about the steps that will lead to the achievement of the set objectives with regard to the professional orientation of individual categories of researchers and other workers.</i></p> <p><i>The impact of the adopted measures will be regularly (once every 2 years) monitored through a Questionnaire Survey.</i></p> <p><i>Another supporting instruments for the successful implementation of action objectives at BUT will be the popularisation of HRS4R, namely via the "HR Award" section of the website (in Czech and English), news on the Intraportal and promotional</i></p>

	<p><i>materials. The main stakeholders will be involved through control meetings of the individual institutions – Rector’s College, Bursar’s College, Academic Senates, etc., during which the progress in the implementation of activities will be presented and measures leading to the achievement of the set objective will be discussed.</i></p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation’s research strategy, as the overarching HR policy.</p>	<p><i>HRS4R has become recognised as an important human resources policy, not only for researchers. The members of the Steering Committee are also members of the university management, which ensures that HRS4R will be part of internal strategies as well as long-term intents and objectives. BUT’s strategy in the field of human resources will become its flagship. Regular communication of the principles of the Charter and the Code and the process of implementing specific measures for employees will be ensured so that it is possible to integrate the HRS4R rules into the BUT environment. Due to the fact that the BUT management is well aware of the role human resources play in the development of the organisation, the Rector of BUT signed the document “BUT’s Consent to the principles of the Charter and the Code” in November 2019. The area of human resources development considered one of the priorities in the creation of the BUT Long-Term Intent for 2021–2025; its specificity will be taken into account (integration into the university environment, predominant project funding, connection with industry, teaching) to ensure a high level of human resources, employee satisfaction and compliance with recruitment provisions based on the OTM-R policy and the Charter and Code.</i></p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p><i>In order to ensure the elaboration and implementation of the HRS4R rules into the environment of BUT, 3 main bodies will be involved in the implementation process: The Steering Committee as the inspection body, the Coordination Group for monitoring all actions from the Action Plan and the Implementation Team responsible for the implementation of the planned partial actions. A detailed description of the responsibilities and tasks of the individual bodies is described for each action. The basic precondition for effective implementation is communication – within the individual groups, between the groups and towards the Steering Committee. The</i></p>

	<p><i>implementation of individual steps will be preceded by communication ensured by the Personnel Department, which has control over the entire HRS4R administrative process. The employees are also members of the Coordination Group and the Head of the Personnel Department is also a member of the Steering Committee, which ensures transparent communication across the individual groups and the committee. During the implementation of individual events and activities, an explanation of the activities performed and related steps will be provided to managers with regard to the principles of the Charter and the Code, to the extent sufficient for the BUT employees to understand and identify the measures taken. Such communication aims to minimise the risks associated with the implementation of the Action Plan in such a large institution. Partial communication platforms or other forms of personal meetings (meetings at F/C, committees, F/C academic senates, seminars on revised documents, recommendations for emerging new methodologies and supporting materials) will be an integral part of the process. All F/C were involved in the preparation of the GAP analysis, the OTM-R policy and the Action Plan.</i></p>
<p>How will you monitor progress (timeline)?</p>	<p><i>The basic timetable of individual actions forms part of the Action Plan. The proposed actions are divided between workplaces and persons responsible for the relevant agenda according to their focus (F/C representatives, heads of departments, Research and Development Department, Personnel Department, Marketing and External Relations Department, International Relations Department, Project Support Department, Technology Transfer Department). These workplaces / persons will be responsible for the implementation of individual activities. In the case of cooperation of activities with a certain group, e.g. the Coordination Group, the individual representatives will cooperate on their F/C with their selected employees according to the specific objective and step. All activities related to the fulfilment of the action objectives will be carried out in accordance with the competencies of the individual responsible persons. The Steering Committee will be informed once every 3 to 6 months through the representatives of the Coordination Group about the status of fulfilment of individual action objectives according to their timeline. The Coordination Group will be responsible for preparing a report on the state of</i></p>

	<p><i>implementation for a period of 6 months and for submitting it to the Steering Committee. The individual reports will be the basis for monitoring the implementation of activities also towards the members of the European Commission for HRS4R. The Coordination Group's task will be to assess potential risks, propose corrective measures and support the solution of problems that may arise during the implementation phase. In case deadlines missed for longer than 3 months, these will be communicated and discussed with the Steering Committee.</i></p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p><i>Individual progress indicators for each action are part of the Action Plan. Compliance with these indicators will be regularly assessed by the Coordination Group and submitted to the Steering Committee. A report on the fulfilment of individual action objectives, including possible corrective measures, will be submitted once a year to the Steering Committee for subsequent discussion and adoption of possible measures. During the implementation phase, adjustments and created documents, methodologies and revisions will be discussed with various employee groups, with the aim of presenting specific measures and assessing their impact on employees and the overall environment of BUT. From each such meeting, survey or other form of sharing, conclusions will be drawn towards the partial action objectives of the Action Plan itself, for example in the form of measures or proposals for partial changes. All these steps will always be communicated across the Steering Committee, the Coordination Group and the Implementation Team in order to eliminate other possible impacts.</i></p>

Additional remarks/comments about the proposed implementation process:

The implementation of HRS4R into the BUT environment began with the subscription of 40 principles of the Charter and the Code by the BUT's Rector on 31 October 2019. [Approved by EC on 11 November 2019](#). BUT has accepted HRS4R as a whole organisation. At present, [BUT has a total of 11](#) mostly technically oriented Component parts + RE (8 faculties, 3 institutes – Central European Institute of Technology, Institute of Forensic Engineering, Lifelong Learning Institute). There are also research centres. The bearers of research at BUT are the individual faculties and university institutes, especially research centres of excellence: • [CEITEC BUT](#) (Central European Institute of Technology); • [IT4Innovations](#) (National Supercomputer Centre); and regional centres focused on applied and contract research: • [ADMAS](#) (Advanced Materials, Structures and Technologies); • [CMV](#) (Materials Research Centre); • [CVVOZE](#) (Centre for Research and Utilization of Renewable Energy); • [NETME](#) (New Technologies for Mechanical Engineering); • [SIX Centre](#) (Centre for Sensory, Information and Communication Systems).

BUT funding sources are based on incomes from the MEYS, implemented projects, European OP RDE programmes, H2020, and internal sources.

Since 2020, grant providers in the Czech Republic has been including the HR Award as one of the criteria for the success of projects. It is a promise of a quality approach of the institution to research, science and education, including the care of human resources at all levels of its hierarchy.

BUT is governed and affected by the following documents: [Evaluation of research organisations and evaluation of targeted support programmes for research, development and innovation according to the M17+ Methodology](#). The aim of the evaluation is to obtain information for quality R&D&I management at all levels, to increase the efficiency of public funds expenditure, and to support the quality and international competitiveness of Czech R&D&I. [Innovation Strategy of the Czech Republic 2019–2030](#) It is a strategic framework plan that predetermines government policy in the area of research, development and innovation and is intended to help the Czech Republic move to Europe's most innovative countries within twelve years. Furthermore, BUT will adhere to the following documents issued by the MEYS: “Strategic Plan of the Ministry for Higher Education for the Period from 2021”, “Strategy for the Internationalisation of Higher Education for the Period from 2021”, “Plan for the Implementation of the Strategic Plan for Higher Education Institutions 2021” and “Outline of the plan of investment activities of the university for the years 2021–2030”; BUT also included the Action Plan objectives and its visions in its Strategic Intentions for the periods 2021–2022, until 2025, until 2030.

The Innovation strategy consists of nine interconnected pillars, which contain the starting points, the basic strategic objectives and the instruments leading to their fulfilment. These are: Research and development funding and evaluation, Innovation and research centres, National start-up and spin-off environments, Polytechnic education, Digitization, Mobility and construction environment, Intellectual property protection, Smart investments and Smart marketing.

The area of personnel policy is not comprehensively implemented at BUT and the creation of a Human Resources Management Strategy in accordance with the Charter and the Code, as well as with the principles of OTM-R policy, is BUT's key objective. Another key objective is the introduction of OTM-R principles into documents and methodologies that BUT has set out in the Action Plan. Personnel and payroll issues are mainly dealt with by the Personnel

Department, which works closely with the Personnel Departments F/C, especially in the preparation of documents on labour relations and in the advertising of vacancies. The BUT Personnel Department ensure regular mass meetings of all Human Resources staff F/C (Personnel Departments), including seminars and training on news and changes in the personnel and social areas at BUT. The design of the evaluation system is the responsibility of the university management. During the implementation phase, the Personnel Department will be responsible for communication between the Steering Committee and the Coordination Group, as well as for monitoring the fulfilment of AP action objectives by the Implementation Group. It will also act as a supporting advisory body for any BUT employee who will be interested in the HRS4R / HR Award and related issues in any way, either as a member of the implementation group for a given action objective at individual F/C or only as an interested employee. The Personnel Department will update the HRS4R-related websites and internal portals. It will collect suggestions and proposals, then communicate them to the members of the Coordination Group. The critical point of the implementation process will be the emphasis on the importance and strengths of the HRS4R rules for BUT employees and appropriately set communication on the state of implementation of individual measures (colleges, internal F/C meetings, academic community meetings, AS BUT, AS (Academic Senate) F/C (Faculties/Component parts) committee, councils, as well as news on internal portals, etc.). Representatives of stakeholders (Implementation Groups, [Coordination Group](#), [Steering Committee](#)) will work within the initiation phase and subsequently in the implementation phase in order to ensure the effective implementation of HRS4R rules and supervision of the implementation process itself. As in the phase of preparation of the HR Award application, the implementation phase will focus on regular provision of information and on acquiring suggestions from BUT employees. The first such comprehensive [Questionnaire Survey](#) of its kind for all BUT employees was organised in April / May 2020 and it provided a starting position for the internal analysis of the BUT environment. The second survey is planned for Q3/2022, after the introduction of most of the measures set by BUT in the schedule of objectives not only from the Action Plan.

This questionnaire survey of BUT employees will serve as a basis for comparison and evaluation of the effectiveness of the steps taken between 2020 and 2022, which will allow for objectives for the next period 2023-2025 to be set.

[BUT WEBSITE](#)

[University structure at BUT.](#) (Faculties, Management, University component parts)

[Website HRS4R / HR Award](#)