TEMPLATE 4: ACTION PLAN

Number of Process 2019CZ461877
Brno University of Technology
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DATE OF CONFIRMATION OF ACCESSION BY THE EUROPEAN COMMISSION 11. 11. 2019
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DATE OF THE AWARD 12. 2. 2021

STAFF & STUDENTS	FTE – k 31. 12. 2022
*Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *￼	*FTE 1693,746*
*Of whom are international (i.e. foreign nationality) *￼	*FTE 174,423/ of which woman 54,062*
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	*0*
Of whom are women *	*FTE 298,674*
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	*446,131*
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	*FTE 518,273*
Of whom are stage R1 = in most organisations corresponding with doctoral level *	*FTE 383,740*
Total number of students (if relevant)*	*Physical number 18 642/ of women 5 860*
Total number of staff (including management, administrative, teaching and research staff) *	*Physical number 3623/ FTE 2989,836*
RESEARCH FUNDING (figures for most recent fiscal year)	**€**
Total annual organisational budget	*178698675*
Annual organisational direct government funding (designated for research)	*47730250*
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	*32554025*
Annual funding from private, non-government sources, designated for research	*4132450*

ORGANISATION PROFILE

Brno University of Technology (BUT) is a university-type school focused on technical, economic and art sciences. The university was founded in 1899. It was the first Czech university in Moravia. The university began with four professors and 47 students and gradually grew to the position of an internationally recognized educational institution. It consists of 8 faculties, 3 university institutes and other units (VUTIUM, HRDS, CL, CIS...). The BUT employs 3623 members of staff /778 researchers and 1434 academics of this is 21 % of women. A total of 1,411 employees work in support and administrative positions, of which 62 % are women. Doctoral study programmes are taught in Czech or English, both full-time and combined. As of 31 December 2022, the BUT has 1481 active doctoral students / of which 440 are women (in full-time/distance form). BUT has been consistently ranked among the world's best universities by QS TopUniversities.

2. STRENGTHS AND WEAKNESSES OF CURRENT PRACTICE:

Provide an overview in terms of current strengths and weaknesses of current practice in the four thematic areas of the Charter and Code in your organisation.

CHARTER AND CODE	STRENGTHS AND WEAKNESSES Comparison for 2020-09 / 2023-01
Ethical and Professional Aspects	**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 PhD 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. **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.
Ethical and Professional Aspects	**As of 01/2023** **Strengths** • **Revised Code of Conduct (CZ/EN)** • **BUT Gender Equality Plan 2022-2024 (CZ/EN)** • **The long-term plans of the BUT reflect the current ethical and professional concerns and partly the personnel policy (Strategic Plans)** • **Implementation Plan for the Strategie Plan of BUT for 2022** The BUT Code of Conduct has been revised as a set of basic moral rules that the BUT considers as determinant and guiding not only for behaviour inside the BUT, but also for the actions and behaviour of its academic staff, other employees and students outside the University. Its provisions are consistent with the Charter and the Code, and its binding annex is the European Code of Conduct for Research Integrity which outlines ethical principles for academic and scientific researchers, including students. This solution was chosen instead of creating a new separate document, as BUT perceives the European Code of Conduct for Research Integrity to be important for the complexity of the concept of ethical principles for science and research. The BUT Ethics Committee was expanded to include student representatives (1 female,1 male) and an Equal Opportunities Coordinator. The new BUT Code of Conduct also regulates the issue of social safety, which is a very important point in the strategy of care for BUT employees. Offences committed by students of doctoral study programmes are dealt with by the Disciplinary Committees of individual BUT faculties/university institutes. The Gender Equality Plan 2022-2024 was approved in January 2021. The Gender Equality Plan was preceded in 2020 (June to December) by a gender audit conducted by Gender Studies, an external company. The external party was chosen specifically for reasons of transparency and impartiality. The audit was based on both qualitative and quantitative approaches. The audit included a review of legislation, methodologies and supporting materials. Other areas surveyed were the level of support for parents with children or people caring for a loved one, the welfare system and benefits at the BUT.

A total of 10 focus group interviews were conducted. In each group there were 12 representatives (academic staff – women, academic staff – men, research staff, parents with children, R1 staff, F/UI coordinators, chief financial officers, personnel officers, people 55+) and also 15 individual interviews (e.g. Bursar, Head of the Personnel Department, Vice-Rector – woman, Vice-Rectors - men, Chancellor, representative of the Strategy Department, representative from the BUT AS, representative of students in the BUT AS, ...). An organisational change merged the Project Support Department and the Technology Transfer Department, which, in addition to project support, also handles the agenda of intellectual property protection and rights arising thereof. This organisational change is intended to ensure greater comprehensiveness of support for academic staff and non-academic staff in both related areas.

In the area of staff evaluation, there are *Directive No. 1/2021 – Evaluation of Academic, Research and Development Staff* in CZ/EN (after login). The SHAP information systém for academic staff and research staff was created as a support tool (for collection of data for evaluation).

The long-term plans of the BUT reflect the current needs in the field of ethics and ethical principles, including professional aspects, but do not yet work with a comprehensive personnel strategy.

Creating a Guide to Gender Sensitive Communication. As a support tool for advertising, internal and external communication, presentations.

Weaknesses – Shortcomings
- **Still insufficient awareness of the problem and its solution at the BUT among all staff**
- **Personnel Strategy of BUT**
- **Incomplete revision of the internal regulation on habilitation procedures and procedures for appointment as professor**

The development of the BUT Personnel Strategy has been postponed to 2023 in order to deal with other issues that came with the Covid19 disease right after the recognition of the HR AWARD and also the change in the leadership of the University from 02/2022. Also taking into account the requirement for the whole strategy to reflect current needs with a future outlook. The Personnel Strategy will be part of the BUT Strategic Plan.

In connection with the appointment of new management, all internal regulations and standards related to the Habilitation and Professor Appointment Procedures were revised during 2022. New draft regulations have been prepared and are currently being finalised. Subsequently, the proposal will be submitted for internal feedback and then for approval in Q2/2023. The amended regulations reflect the disciplinary standards in the individual fields of habilitation and professorial proceedings, but simultaneously they set conditions that lead to an increase in the quality of applicants for these proceedings. The conditions for international applicants for habilitation and professorship are also taken into account.

In connection with the amendment of the regulations, the website for habilitation and professorial procedures was significantly upgraded and restructured. An English version will be ready in 2023.

Recruitment and selection	**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. **Weaknesses** The Selection Procedures rules 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.
Recruitment and selection	**As of 01/2023** **Strengths** **Revised Selection Procedure rules at BUT** (CZ/EN) **New Website Career at BUT - Recruitment and Selection Procedures** (CZ/EN) **More systematic advertising of jobs, including monitoring and statistics on advertising** **Samples of job advertisements in EN (in Teamio for HR departments and committees)** **Recommendations for the selection committee process via e-learning (after login – on SharePoint)** **NEW Guide for Employees** (Employee Handbook) The internal Selection Procedure rules at BUT has been revised and is now in line with OTM-R and includes the obligation to advertise on EURAXESS. Furthermore, the recruitment of staff is governed by the legislation of the Czech Republic – Labour Code. Vacancies are advertised on the new Career at BUT website (in Czech and English versions), which are linked to the Jobs.cz and Práce.cz portals. This website was created in January 2022. At least 1 representative for each BUT personnel department has a profile on the EURAXESS website. Regular training and support from the BUT Personnel Department is a matter of course in this case. The members of the selection committees are in most cases employees of the University. For creative positions (FFA, FA) they can also be from other institutions. Advertising templates (for the sake of maintaining a uniform visual style) as a support for the personnel departments are stored both on TEAMIO (directly when the advertisement is issued) and will be a part of the Manual for recruitment, selection and admission procedures at the BUT. All of the aforementioned support materials are available to HR departments as well as to advertisers, committees and managers. The developed e-learning, which will also be a part of the Recruitment, Selection and Admissions Manual at the BUT, is intended to serve as a support for a simpler selection/admission procedures and also to ensure a more professional and uniform process. The Guide for Employees, which was completed in 2022, is intended to make it easier for new and existing staff to facilitate their working experience at the BUT. The principles from the OTM-R policy are gradually being incorporated by the BUT into all working practices, legislation, culture, research and working life at the BUT.

	Weaknesses – Shortcomings • **Decentralisation of personnel administration (autonomy of faculties and research institutes), which is already legislatively enshrined in the Higher Education Act** • **Selection/admission committees are pilot trained only from 02/2023** • **Pre-prepared Methodical Directive on Admission Procedure at BUT (in comment procedure)** • **Pre-prepared Recruitment/Selection/Admissions Guide (in comment procedure)** **Later approved and published methodologies and legislation will be available here. (Web HRS4R/HR AWARD)** Start of training for members of selection/admission committees (basic rules of the recruitment process, ethics, non-discrimination etc.) to be postponed. The pilot training started in 2/2023 and will be implemented in phases. The postponement was related to the approval of the Selection Procedure rules at BUT, only in 11/2022 (There were one more review and approval in January 2023) According to the Higher Education Act (in the Czech Republic), labour relations fall under the jurisdiction of individual faculties. Therefore, selection/admission procedures are carried out by the F/UI and not centrally. This is also due to disciplinary diversity of all faculties and units of the faculties of the Brno University of Technology (economic, technical, creative orientation). The process of approving documents that are by law internal regulations of universities, such as the Selection Procedure rules at BUT has a defined timetable or approval procedure in the internal regulations of the BUT. The Selection Procedure rules at BUT must first be reviewed by the faculties/research institutes management, then the feedback is incorporated and submitted to the first reading of the BUT Academic Senate (AS). At the following meeting of the BUT AS, the rules were presented after the feedback and then approved. The whole process had been ongoing since 05/2022.
Working conditions	**Strengths** 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). **Weaknesses** 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.

Working Conditions	**As of 01/2023**
	Strengths • **Flexible working hours/home office/part-time work** • **Social safety website** • **High-level technical and research facilities** • **Well-equipped studiosat FA and FFA** • **CEITEC BUT with equipped research laboratories including a new excellent laboratory Testbed for Industry 4.0** • **Edisonka – University Mini-Nursery** (only in Czech) • **Emerging support services for BUT employees (psychologists)** • **Training opportunities, e.g. through LLI or library** BUT supports research and research environment (see Strategic Intent and Strategic Intent Implementation Plan) – e.g. support for participants of Horizon Europe (2021-2027), support for Open Science. BUT supports work-life balance, e.g. flexible working hours, part-time work, length of leave (8 weeks for academic staff, 6 weeks for other staff). A meal voucher lump sum has also been recently introduced in the area of benefits. Further expansion of the benefit offer is planned for 2023. The Edisonka - University Mini-Nursery, which is located on the premises of one of the faculties, is available for staff. In the future, however, it will be necessary to increase the number of children admitted or create a similar group at another location on campus. **Weaknesses** • **Absence of a conceptually developed Career Code, including rules for staff appraisal with a link to remuneration** • **Underfunding of HEIs and lower salaries not only compared to the commercial environment, but more recently (with the exception of excellent researchers) also compared to the salaries of primary and secondary school teachers** • **Project support given a legislative basis with clear solution steps.** BUT does not have a system of planning and evaluation of personal development as part of career development. There is no comprehensive system of career development and appraisal in relation to the Wage Regulations. At present, an internal system for recording documents for the evaluation of academic and research staff is used – the so-called SHAP, which was introduced in 2021. The creation of the Career Code is planned for mid-2023. Career development is implemented at faculties and institutes based on the actual needs of employees without central support and links to the evaluation process. The participation of non-academic research staff in decision-making bodies is limited by the Czech legislation for higher education. These staff members cannot, for example, be members of the Academic Senate, but can be members of other advisory bodies if an internal standard so stipulates. BUT Brno lacks a range of benefits in some areas, e.g. sport, health, culture etc. An extension of the benefits offer is planned and approved from April 1,2023. The original proposals have been stalled by Covid- 19 as well as tax conditions that complicate the deproyment of some benefits. In connection with the arrival of the new management, in the first half of 2022, the document "Concept For the Development of Project Activities at the BUT", which is the basis for further activities in this area, was prepared, discussed and reviewed at the level of faculty and university management. These include a partial reorganisation of the Rectorate support structures (merger of the Project Support Department and the Technology Transfer Department). At the same time, the preparation of the directive

	"Preparation and Implementation of Projects at the BUT" has started and will be completed by 30 June 2023. Simultaneously with the preparation of the directive, a project was launched to introduce a new module for comprehensive support of project activities within the BUT. The planned comprehensive support includes both the project proposal preparation phase and the implementation phase, also in relation to methodological, personnel, financial and other aspects of project implementation. On the basis of the prepared directive and the defined functionalities of the new module of the information system, the preparation of a new website for project support will start in 2023.
Training and development	**Strengths** 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/UI, as well as the Computer and Information Services Centre (CISC), the library, the Rector's Office etc. **Weaknesses** 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/UI. 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).
Training and development	**As of 01/2023** **Strengths** - **English language courses** - **Wide range of professional/ interest courses** - **E-guide to doctoral studies** - **Education through the SEDUO portal** - **Webinars (many created during covid-19)** - **The Employee Training Plan in the field of HRS4R/HR Award, Gender Equality and Social Safety 2023+ was created** Employee education is provided by the Lifelong Learning Institute (BUT LLI), and educational events are also organised by the Central Library, the Computer and Information Services Centre (CIS), or individual F/UI or the Rectorate. The training of R1 researchers (PhD students) is described and regulated by national and internal legislation. Students of doctoral study programmes may study 65 full-time and 58 combined study programmes. There are 22 combined study programmes taught in English at Brno University of Technology. All researchers have access to education, both at institutional and individual level. Within the framework of the emerging Concept, there will also be basic and extended education for the Research staff.

The new BUT management places great emphasis on the internationalization of support departments that are centralized for the entire BUT (e.g.: personnel, operations, marketing, external relations, reception, ...)

The PhD e-Guide was published in early 2023. (R1) - *Guide to Doctoral Studies at BUT*. The guide is in CZ/EN, with the electronic version also facilitating real-time feedback to any additions and changes. The development of the guide was carried out by PhD students across F/UI.

In the period of the global pandemic of covid-19, education was promoted through newly emerging webinars as an alternative to face-to-face ones, as well as various forms of teaching from not only academics towards students.

Weaknesses – Shortcomings
- **Absence of the Concept of Internal Employee Training (academic staff, research staff, technical/office staff, blue-collar staff) - it is under review - it is expected to be valid from 1 March 2023**
- **Uniform BUT Events and Training Module**
- **Systematic support for PhD students**

There is no career development planning framework for individual groups of employees at the BUT. Although learning is encouraged, it is implemented in a non-conceptual manner based on the actual needs of individual members of staff or departments/ divisions/ institutes. For example, there is a lack of systematic support for the development of senior staff (including research group leaders), support for early career academics (R1 PhD students and R2 postdoctoral students).

In 2023, a revision of the learning system is planned, i.e. the creation of a *Concept of Internal Employee Training* divided into several areas for different categories of staff. The Concept will reflect professional development. Interest courses and learning will be offered as a supplement and will not be part of the upcoming Concept. The training offer has been partially unified in the Events and Training Module in the internal Intraportal system, but it is still not fully integrated with the offers of all F/UI.

The Concept of internal employee training (academic staff, research staff, technical/office staff, blue-collar staff) - it will include the Employee Training Plan in the field of HRS4R / HR AWARD, Gender Equality and Social Safety 2023+.

There is a lack of module/platform that reflects the needs for unification and interconnection between F/UI/U and workplaces that offer learning for employees and students. A request has been made as to its creation (CIS in collaboration with the Chancellor and Vice-Rector for Studies).

There is a lack of better coordinated learning and support for PhD students. A section will be allocated to this area in the Comcept of Internal Employee Training. PhD students are treated as R1 – members of research staff.

In 2023, the first so-called doctoral/post-doctoral day is planned in the direction of Student Chamber of the Academic Senate BUT.

3. EVENTS

The HRS4R Action Plan and Strategy must be published in an easily accessible place on the organisation's website.

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

Complete a summary list of all individual actions to be implemented in your organization'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)
Free text -100 words max	*Retrieved from the GAP Analysis*			
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	• 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.

January 2023 **1. Revision and updating of the Code of Conduct in accordance with the Charter and the Code.**		**FULFILLED**		• The BUT Code of Conduct was published in accordance with the Charter and the Code / 8 November 2022 • The European Code of Conduct for Research Integrity is an annex to the Code of Conduct • The BUT Code of Conduct was approved by the BUT AS • The Code of Conduct is available on the University website (official board/legislation) in both Czech and English. • Newly created form for Submission of Suggestions for Consideration to the BUT Conduct Committee • WEB LINK
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 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.	(-/+) 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 results (++) 31. Intellectual Property Rights (+/-) 34 Complaints/ appeals	Q3/2021	Head of the Personnel Department and Vice- Rector for Research and Development in cooperation with the Coordination Group	• 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

January 2023 **2. Creation of the Code of Good Research Practice (CGRP) methodology.** The creation of the methodology was replaced by the revision of the BUT Code of Conduct in accordance with the Charter. The methodology is fully superseded by the European Code of Conduct for Research Integrity.		**FULFILLED**		• The European Code of Conduct for Research Integrity is an annex to the BUT Code of Conduct • The BUT Code of Conduct was approved by the BUT AS • The Code of Conduct is available on the University website (official board/legislation) in both Czech and English. • Newly created form for Submission of Suggestions for Consideration to the BUT Conduct Committee • WEB LINK
3. BUT's Strategic Intent for the period 2021-2025 will be in accordance with the principles of the Charter and the Code. 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/UI Strategic Plans are created separately, taking into account their focus and project challenges, but in accordance with the University Strategy.	(+/-) 4. Professional attitude (+/-) 6. Accountability (++) 8. Dissemination, exploitation of results (++) 23. Research environment (++) 25. Stability and permanence of employment	Q1/2021	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	• 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.

January 2023 **3. The BUT Strategic Intent for the period of 2021-2025 will be in accordance with the principles of the Charter and the Code.**		**FULFILLED**		• The BUT Strategic Intent for the period of 2021 - 2025 will be in accordance with the principles of the Charter and the Code. • WEB LINK IMPLEMENTATION PLAN for the Strategic Plan of Educational and Creative Activities of the Brno University of Technology for the year 2022
4. Creation of the concept of the Career Code / concept of the Evaluation System in connection with the existing BUT Salary Rules. The Evaluation System and the BUT Career Code is a supporting and recommending document for individual Career Codes and F/UI evaluations, which are specific with regard to field discipline and focus. The BUT Career Code and Employee Evaluation System will be implemented in the period 2023–2025. 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. The Career Code and the Evaluation System will also be based on the emerging BUT Human Resources Management Strategy. The Code determines the basic tools and conditions for the career development of employees, their evaluation, remuneration and support for individual career counselling.	(-/+) 11. Evaluation/ appraisal systems (-/+) 28. Career development (-/+) 30. Access to career advice (+/-) 33. Teaching	Q4/2021	Vice-Rector for Academic Agenda in cooperation with the Rector, Bursar, F/UI Management	• 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

January 2023 **4. Development of the concept of the Career Code and the concept of evaluation in relation to The Salary Rules of BUT** The concept of a career code has not been developed. The concept will be linked to the career development and remuneration system. The creation of the concept depends on the creation of the Personnel Strategy. The postponement of the completion of these strategic documents was due to their quality and the involvement of the new management in the entire newly conceived personnel policy at the BUT. The Personnel Strategy and the Concept of the Career Code will reflect the current needs in the Czech Republic and Europe, and will include all groups of employees (research staff, acadenic staff, technical/office staff and blue-collar staff), including those studying doctoral studies.	(-/+) 11. Evaluation/ appraisal systems (-/+) 28. Career development (-/+) 30. Access to career advice (+/-) 33. Teaching	**NOT FULFILLED / Objectiv will be in New revised AP 2023-2026**	Rector in cooperation with Vice-Rector(s) and F/UI management Support of the BUT Personnel Department	• Development of the Career Code concept and the concept of evaluation in relation to The Salary Rules of BUT • Concept developed by Q3/2024 • 100 % of employees informed about the concept (in 2024)

5. Revision and creation of new Rules for Selection Procedures in accordance with the Charter and the Code, enshrining the principles of OTM-R policy. 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 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 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.	(-/+) 12. Recruitment (-/+) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code) (++) 18. Recognition of mobility experience (Code)	Q1/2022	Head of the Personnel Department in cooperation with the Coordination Group and the management of the university and F/UI.	• 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.

January 2023 **5. Revision and development of a new Revised Selection Procedure rules at BUT in line with the Charter and Code and anchoring the principles of the OTM-R Policy.**		**FULFILLED**		• [Revised Selection Procedure rules at BUT](#) (11/2022 and 01/2023) • The Regulations are in CZ/EN • The Regulations are available on the BUT website (Official Board/Internal Regulations and Standards of the BUT) • Employees are informed about the implementation by newsletter and at meetings • [WEB LINK](#)
6. Creation of a Methodology for recruitment. 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 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.	(-/+) 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	Q1/2022	Head of the Personnel Department in cooperation with the Coordination Group	• 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.

January 2023 **6. Creation of a Recruitment Methodology.** Methodical Directive on Admission Procedure at BUT is in comment. Methodology for Recruitment (Objective 7) and Methodology for Selection Procedures (Objective 9) have been unified and Manual for Recruitment, Selection and Admission Procedures at the BUT has been drafted (in comment procedure 01-02/2023)	(+/-) 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) (-/+) 22. Recognition of the profession	**PARTIALLY FULFILLED**		• Methodical Directive on Admission Procedure at BUT – Q1/2023 • Manual for Recruitment, Selection and Admission Procedures at the BUT – Q1/2023 • WEB LINK - Methodical Directive on Admission Procedure at BUT • WEB LINK - Manual for Recruitment, Selection and Admission Procedures at the BUT

| 7. Creation of the Methodology for selection procedures.

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 both in Czech and English. E-learning for selection committees contains a summary of all aspects. | (+/-) 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) | Q3/2021 | Head of the Personnel Department in cooperation with the Coordination Group | • 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. |
|---|---|---|---|---|

| January 2023 | (+/-) 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) | **PARTIALLY FULFILLED** | | • Methodical Directive on Admission Procedure at BUT – Q1/2023

• Manual for Recruitment, Selection and Admission Procedures at the BUT – Q1/2023

• WEB LINK – Methodical Directive on Admission Procedures at BUT

• WEB LINK - Manual for Recruitment, Selection and Admission Procedure at the BUT |
| **7. Creation of the Methodology for selection procedures.**

Methodical Directive on Admission Procedure at BUT is in comment.

Methodology for Recruitment (Objective 7) and Methodology for Selection Procedures (Objective 9) have been unified and a Manual for Recruitment, Selection and Admission Procedures at the BUT has been drafted (in comment procedure 01-02/2023). | | | | |

8. Training of selection committee members on the correct course of the selection procedures. 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.	(+/-) 10. Non discrimination (-/+) 12. Recruitment (-/+) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code)	Q2/2022	Bursar, F/UI management and Head of Personnel Department	• 100 % of the selection committee members are trained via e-learning. • 100 % of the HR workers responsible for the selection procedures are trained.
January 2023 **8. Training of Selection Committee members on the correct course of the selection procedure.** Revised Selection procedure rules at BUT approved 11/2022 and 01/2023 Created on the basis of the Selection Procedure rules at BUT: 1) e-learning for commissions 2) developed Methodical Directive on Admission Procedure at BUT 3) Manual for Recruitment, Selection and Admission Procedures at BUT.	(+/-) 10. Non discrimination (-/+) 12. Recruitment (-/+) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code)	**PARTIALLY FULFILLED** Training of selection/ad missions committee members **PARTIALLY SUPPORTED –** Methodical Directive, Recruitment/ Selection/Ad mission Guide, Website		• Principles of recruitment on the new Career at BUT website • Principles in CZ/EN • E-learning in CZ/EN (02/2023) • Training of members of selection/admission committees (pilot) from 02/2023 • Training of members is continuous • Training check: promoter

E-learning will also be part of the Manual for Recruitment, Selection and Admission Procedures at BUT Training will take place from 02/2023 on a pilot basis Applicants are publicly informed about the basic principles for recruitment – the Career at BUTwebsite.		**Objectiv will be in New revised AP 2023-2026**		
9. Publication of job offers for researchers at EURAXESS. Publication of job offers for researchers at EURAXESS according to the updated new The Rules for Selection Procedures and the Recruitment Methodology.	(+/-) 10. Non discrimination (-/+) 12. Recruitment (-/+) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code)	Q4/2022	Head of Personnel Department	• Job offers for researchers are being published on Euraxess.
January 2023 **9. Publication of job offers for researchers on EURAXESS** Job offers are posted in accordance with the revised Selection Procedure rules at BUT, the Charter and Code, as well as the OTM-R Policy		**FULFILLED**		• It is conducted in accordance with the revised Selection Procedure rules at BUT • Personnel departments trained in advertising on EURAXESS • HR departments advertise on Euraxess • Training in advertising will continue to be ongoing. It will respond to current needs and trends. • Guide to working on EURAXESS available – advertising on the portal (Personnel departments)

10. Translation of documents and forms for recruitment, selection and personnel documentation into English. 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.	(+/-) 5. Contractual and legal obligations (-/+) 13. Recruitment (Code)	Q1/2022	Head of Personnel Department	• 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.
January 2023 **10. Translation of documents and forms for recruitment, selection and personnel documentation into English.** Basic personnel forms are in EN or bilingual. Documents that were revised in 12/2022 or are scheduled for revision in the first half of 2023 will be translated into EN subsequently.		**FULFILLED**		• Forms in CZ/EN or EN • Forms available on SharePoint (after login) • Selected Forms available to all researchs, academics and support staff (after login) • Specific HR/Payroll forms are only available to BUT Personnel Department, Personnel Departments of F/UI/U
11. Create templates of forms for selection procedures for individual groups of employees. 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.	(-/+) 12. Recruitment	Q3/2021	Head of the Personnel Department in cooperation with the Coordination Group	• Templates of selection procedures forms R1- R4, Research staff, TOS (technical/office staff) and workers created. • Templates accessible to 100 % of HR workers at the Personnel Department and Social Department and at F/UI Personnel Departments after logging in to SharePoint in the Personnel Department section.

The aim is to unify job advertisements at BUT. The aim is transparency and integrity of information with regard to the differences of individual positions.				
January 2023 **11. Create templates of forms for selection procedures for individual groups of employees.**		**FULFILLED**		• Advertising templates stored on the Teamio job portal (available to Personnel departments). • Advertising templates annexed to the Manual for Recruitment, Selection and Admission Procedures at the BUT – 03/2023. • Advertising templates available to all employees • Templates in CZ/EN.
12. Revision and creation of an updated new Brochure not only for a new employee – online version. 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/UI, information on access and internal portals according to job	(+/-) 5. Contractual and legal obligations (+/-) 24. Working conditions (--) 40. Supervision	Q4/2021	Head of Personnel Department	• 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.

classification etc. The Brochure is in both Czech and English and it is stored on SharePoint in the 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.				
January 2023 **12. Revision and creation of an updated new Brochure not only for a new employee – online version.** Following consensus, a new document was created; entitled: *The Employee Guide.* The Guide is for all employees regardless of gender or their stage of employment at the BUT.		**FULFILLED**		• The Employee Guide in CZ/EN • Electronic version of the guide accessible on SharePoint (after login) • The guide is available on the newly launched • Support and Development of Employees website • WEB LINK *the Guide for Employees* • 100 % of employees were informed about the Guide via newsletter, meetings • The Guide is kept up to date by the Personnel Department.
13. Training of employees of Personnel Departments (HR) in the area of personnel and communication. HR employees at BUT are trained in the areas of selection procedures and recruitment, human resources, ethics,	(-/+) 12. Recruitment (-/+) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 24. Working	Q4/2022	Head of Personnel Department	• 100 % of the employees of the Personnel Department and F/UI Personnel Departments are trained.

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. The training is focused on increasing knowledge and competencies in the areas of selection procedures and recruitment, human resources, wages, ethics, communication with foreign candidates and employees. The aim is to increase the knowledge of support staff for RS and AS. Internationalisation of the BUT environment.	conditions (-/+) 28. Career development			
January 2023 **13. Training of employees of personnel (HR) departments in the area of HR and communication.** Training has been and will be provided in the areas of advertising, recruitment, personnel administration, legislation etc.		**FULFILLED** **However, it will continue to be continuously implemented**		• Regular training once every 2 months • Training will be continuous (to respond to current needs in the field of HR policy at the BUT and legislation) • Training in the form of meetings, seminars, webinars • Training internally and by external bodies

| 14. Continuous and effective introduction of work diversity in connection with the work and private life balance into the BUT's culture and practice.

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.

E-learning will be developed to raise awareness of diversity among researchers, managers and other employees. | (+/-) 5. Contractual and legal obligations
(+/-) 10. Non-discrimination
(-/+) 12. Recruitment
(+/-) 27. Gender balance
(--) 40. Supervision | Q3/2021 | 1. Creation of e-learning – Personnel Department.
2. Adherence and implementation into the BUT environment – Rector, Bursar, Vice- Rectors, F/UI Management | • 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. |

January 2023 **14. Continuous and effective introduction of work diversity in connection with the work and private life balance into the BUT culture and practice** A Support and Development of Employees website which incorporates the Equal Opportunities framework has been created. The Equal Opportunities Audit 2021 has been carried out. The Gender Equality Plan 2022-2024 was created. An e-learning tool/guide to raise awareness of diversity issues among research, management and other staff members will be developed in 2023 (the postponement has been decided due to the completion of the Personnel Strategy and partly in response to changing needs based on the Covid-19 pandemic and legislation). The Personnel Strategy will be completed by 30 September 2023	(+/-) 5. Contractual and legal obligations (+/-) 10. Non-discrimination (-/+) 12. Recruitment (+/-) 24. Working conditions (++) 25. Stability and permanence of employment (+/-) 27. Gender balance	**PARTIALLY FULFILLED/ Objectiv will be in New revised AP 2023-2026**		• Support and Development of Employees website created. • 100 % of employees are informed about the existence of the website by newsletter, at meetings, colleges • The website is in CZ/EN • WEB LINK Support and Development of Employees. • An e-learning tool/diversity guide – to be developed (target in the Action Plan) • WEB LINK BUT Gender Equality Plan 2022-2024 • Employees are informed about the Gender Equality Plan by newsletter, at meetings, colleges

| 15. Implementation of a questionnaire survey.

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.

The aim is to propose further measures and new objectives to increase employee satisfaction and increase the prestige of BUT.

The questionnaire survey will correspond to the 2020 GaP analysis, the Action Objectives from the Action Plan and beyond. | (-/+) 2. Ethical principles
(-/+) 3. Professional responsibility
(+/-) 5. Contractual and legal obligations
(++) 8. Dissemination, exploitation of results
(+/-) 10. Non-discrimination
(-/+) 11. Evaluation/ appraisal systems
(-/+) 12. Recruitment
(++) 23. Research environment
(+/-) 24. Working conditions
(++) 25. Stability and permanence of employment
(+/-) 27. Gender balance
(++) 31. Intellectual Property Rights
(+/-) 32. Co-authorship
(+/-) 33. Teaching
(+/-) 34. Complains/ appeals
(+/-) 35. Participation in decision-making bodies
(--) 40. Supervision | Q3/2022 | Personnel Department in cooperation with the Coordination Group. | • 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. |
|---|---|---|---|---|

January 2023 **15. Implementation of a questionnaire survey.** The survey was conducted between **19 October 2022 and 11 November 2022.** **It was available to all employees of the BUT (main employment contract, agreement to complete a job / agreement to perform work)** The questionnaire survey for employees of the BUT was conducted via the Click4Survey web application. **Return 29,4%** **Completed by 1064 respondents** **out of 3623 employees.**		**FULFILLED**		• WEB LINK to the Questionnaire Survey • Survey report is completed (January 2023) • Report in CZ/EN • Final report available to 100 % of employees Reporting the results of the Survey by newsletter, at meetings, colleges.
16. Centralisation of educational events. The offer of courses, seminars, lifelong learning and professional events for BUT employees is centralised on one website for the entire BUT. The original format for individual announcers and education providers at BUT is also preserved.	(+/-) 24. Working conditions (-/+) 28. Career development (+/-) 33. Teaching (-/+) 38. Continuing Professional Development (-/+) 39. Access to research training and continuous development	Q2/2022	CISC (Computer and Information Services Centre), Vice-Rector for Information Technology in cooperation with representatives of F/UI, the library and the Head of the Personnel Department	• Educational events at Brno University of Technology are centralised. • The offer of courses is accessible to 100 % of employees and the public. • URL of the new place.

January 2023 **16. Centralisation of educational events.** Centralization In the first phase solved by an Events and Training module on Intraportal (internal system for employees – after login). It is not linked to all systems/it does not transfer across the BUT. There is a lack of module/platform that reflects the needs for unification and interconnection between faculties/ research institutes and workplaces that offer learning for employees and students. A request has been made to create such module/platform (CIS in collaboration with the Chancellor and Vice-Rector for Studies). The creation of the module in the projected time period was postponed also due to financial reasons.	(-/+) 3. Professional responsibility (+/-) 4. Professional attitude (+/-) 5. Contractual and legal obligations (+/-) 6. Accountability (++) 7. Good practice in research (+/-) 21. Postdoctoral appointments (Code) (++) 31. Intellectual Property Rights (+/-) 32. Co-authorship (+/-) 33. Teaching (+/-) 34. Complains/ appeals (+/-) 35. Participation in decision-making bodies (--) 40. Supervision	**PARTIALLY FULFILLED**	Chancellor Vice-Rector for Studies Personnel Department	• Across the BUT has been created – a goal for the next Action Plan • Educational offers from faculties, higher education institutes, units (e.g. CIS, Central Library, ...), BUT LLI etc. • The platform will be available to all employees • Basic information on learning opportunities will be in EN • WEB/ INTERNAL LINK

17. Creating a section for project support on the BUT website. The section will be for research, academic and other employees of BUT. The section is created under Science and Research. The section contains unified information, links, materials on current calls, on the offered trainings for researchers and academics.	(-/+) 3. Professional responsibility (+/-) 4. Professional attitude (+/-) 5. Contractual and legal obligations (+/-) 6. Accountability (++) 7. Good practice in research (+/-) 21. Postdoctoral appointments (Code) (++) 31. Intellectual Property Rights	Q3/2022	Vice-Rector for Research and Development with the support of the Project Support Department and the Head of Technology Transfer	• 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.

January 2023	(-/+) 3. Professional	NOT	Vice-Rector for	• A public website of the Project Support and
17. Creating a project support section the BUT website	responsibility (+/-) 4. Professional attitude (+/-) 5. Contractual and legal obligations (+/-) 6. Accountability (++) 7. Good practice in research (+/-) 21. Postdoctoral appointments (Code) (++) 31. Intellectual Property Rights	**FULFILLED**	R&D and Creative Activities Leadership collaboration	Knowledge Transfer Departments will be created as part of the *BUT/About University website*
Fulfilment of the objective postponed until the next Action Plan.				•
				• The website will be in CZ/EN
An organisational change in 2022 resulted in merging of unions.				• The website will be for all employees of the BUT
A new department was established: ***Project Support and Knowledge Transfer Department*** with two departments: Project Support Department and Knowledge Transfer Department.				• Creation of internal website of the Project Department on SharePoint (after login), including non-public documents, project documents, internal analyses, finances etc.
With the new management in place, there was a conceptual division of the agenda between the two Vice-Rectors.				• Following the creation: (projected completion Q3/2023)
Project support is only implemented on an internal platform (SharePoint). Also according to the questionnaire survey recommended user site access, information, support, training. The level of project support varies from one F/UI to another. It is important to standardize information and support, create Guidelines etc.				• WEB LINK of the new place • SharePoint link • A new Project Support section has been created.
Now information about projects, including documents only on Sharepoint (after login and access confirmation). Insufficient. Web only basic info on project list. Here is the link.				• The project support web section is accessible to 100 % of employees. • 100 % of employees submitting a project are trained.

18. **Creation of the design and concept of the Adaptation Process, including the competency model in the form of a Methodology.** The aim is to create an Adaptation Process Methodology, including the competence model of an Information Package, not only for new employees in various positions. (TOS, AS, RS) 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). The aim is also to train the managers / mentors.	(+/-) 24. Working conditions (+/-) 27. Gender balance (+/-) 33. Teaching (+/-) 36. Relation with supervisors (--) 40. Supervision	**Q1/2022**	Personnel Department in cooperation with BUT Personnel Departments and the F/UI management and the Coordination Group	• 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. • 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/UI are trained.
January 2023 **18. Creation of the design and concept of the Adaptation Process, including the competency model in the form of a Methodology.** The creation of the concept was postponed due to the newly emerging Personnel Strategy and the setting in the personnel policy at the BUT. With regard to the Personnel Strategy, which will be a very crucial document for	(+/-) 24. Working conditions (+/-) 27. Gender balance (+/-) 33. Teaching (+/-) 36. Relation with supervisors (--) 40. Supervision	**NOT FULFILLED**	Head of Personnel Department	• Adaptation process created for selected positions from each employee group (academic staff, research staff, technical/office staff, blue-collar staff) – target for the next Action Plan • Training and evaluation linked to competence models and the adaptation process. • Competency models for selected positions from each employee group (academic staff, research staff, technical/office staff, blue-

the personnel policy, the objective from the area of Adaptation and Competences has been postponed. The reason for this is both the arrival of the new management and the new conceptual concept of personnel policy at the BUT with regard to reflecting the needs in the Czech Republic and Europe. Another partial reason was the Covid- 19 pandemic and subsequent targeting of priorities in other personnel areas (e.g. international employees, students) The objective will be to include A job description, suggestions for adaptive training/career development training which can be used in practice by the employee. Including a proposal of activities control aimed at the managers of the given workplace/project. The objective is also to train the managers.				collar staff) • Informing and training heads of departments/divisions/institutes/work places • Information and training of directors of research institutes • Personnel departments trained

19. BUT's Marketing and PR. 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.	(-/+) 28. Career development (-/+) 30. Access to career advice (+/-) 33. Teaching (-/+) 38. Continuing Professional Development (-/+) 39. Access to research training and continuous development	Q1/2022	Head of Marketing in cooperation with CISC	• A centralised calendar of events is created. • The calendar is accessible to 100 % of employees. • URL of the place.
19. BUT's Marketing and PR. The calendar of BUT events and news has been revised and developed. It will continue to be updated, including translations. There will be minor adjustments in the division between internal and external events on the University's premises.		**FULFILLED**		• [WEB LINK FOR NEWS AND EVENTS](#) • The WEBSITE is in CZ/EN

20. Establishment of a support department for labour law and HR at BUT. 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.	(-/+) 12. Recruitment/(-/+) 13./ (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code) (++) 17. Variations in the chronological order of CVs (Code) (+/-) 21. Postdoctoral appointments (Code) (+/-) 24. Working conditions	Q3/2022	Head of the Personnel Department in cooperation with the Bursar and F/UI management	• A support department for HR areas was established. • 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/UI Personnel Departments cooperate with the support department. • URL of the place.
January 2023 **20. Establishment of a support department for labour law and HR at BUT**. The position of Chief Personnel Officer was established (according to the goal of the Action Plan, the original intention was to create a supporting HR department as part of the Rectorate Personnel Department). The Chief Personnel Officer is the deputy to the Bursar for personnel matters. Her activities include the HR/personnel agenda and the control of legislation and employment law issues related to HR, social safety, gender issues and GDPR at the BUT.		**FULFILLED**		• Establishment of the Chief Personnel Officer position • Position established from 1 January 2023 by organisational change of 2022 • Employees have been informed about the existence of the Organizational Regulations of the BUT Rectorate (now only in CZ) • Informing about the organizational change at colleges, meetings, AS BUT etc.

21. Design and creation of storage space for archiving research data in accordance with the Open Access policy. 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. The aim is to establish Open Access to scientific information, which 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"	(-/+) 2. Ethical principles (-/+) 3. Professional responsibility (++) (+/-) 4.Professional attitude (+/-) (+/-) 6. Accountability Good practice in research (++)	Q2/2022	Vice-Rector for Research and Development with the Vice- Rector for Academic Agenda in cooperation with the Central Library.	• 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.
Januar 2023 **21. Design and creation of storage space for archiving research data in accordance with the Open Access policy.** Open Science Strategy created in 2022. A website has also been created which includes information and methodological materials for employees, students and the scientific and academic community. It will continue to be expanded in the coming years, e.g. by the so-called Data		**FULFILLED**		• Open Science Strategy in CZ/EN WEB LINK • WEB LINK - BUT Central Library

Management Plan. A module for recording research data was implemented in the internal Apollo system. In 2022, the BUT participated in the preparation of a national project (together with several Czech universities), the objective of which was to create a data repository in accordance with the Open Access policy, in a coordinated manner within the Czech Republic at the level of all universities and research institutions. BUT acts as one of the project coordinators. The project will provide major financial support.				
22. New BUT Career Sites. 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.	(-/+) 12. Recruitment (-/+) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code) 18. Recognition of mobility experience (Code) (+/-) 24. Working conditions (+/-) 27. Gender balance	Q3/2021	Department of Marketing and External Relations in cooperation with the Personnel Department	• New BUT Career Sites created. • Career Sites accessible to 100 % of employees and 100 % of applicants. • URL of the new websites.

January 2023 **22. New BUT Career Sites.** Website linked to the TEAMIO portal (Jobs.cz/Práce.cz, Práce za rohem) The newly created websites are on the main website of the BUT/ Office Board / Career at BUT		**FULFILLED**		• New website Career at BUT created • website in CZ/EN • Employees are informed about the implementation by newsletter and at meetings • [WEB LINK Career at BUT in EN website](#)

The introduction of the open recruitment policy is a key element of the HRS4R strategy. Please indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Tool (OTM-R) for recruitment and how you intend to implement the principles of open and transparent recruitment. While there may be some overlap with many of the actions listed above, please provide a brief comment demonstrating this implementation. In case of an overlap, 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 the 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/UI. 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.

January 2023 INTERIM ASS.

The BUT has taken the goal of embedding the OTM-R Policy principles in strategic and personnel legislation and documents. The change in the BUT management (02/2022) has also led to a different direction of the personnel policy, which responds to current EU topics, needs and conditions. The BUT is always aware of the importance of conceptual care of human resources in the organization. The internationalisation of the support apparatus is one of the key points of the Personnel Strategy. Currently, the principles of the OTM-R Policy are embedded in valid documents: the revised [Selection Procedure rules at BUT](), the revised BUT Code of Conduct, and the Methodical Directive on Admission Procedure at BUT.

All newly (from 01/2022) issued legislation at the BUT related to science, research, ethics, personnel management and support is in line with the principles of the OTM-R Policy and based on their focus in accordance with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

The BUT will ensure compliance with the OTM-R selection/recruitment policy by training members of selection/recruitment committees through e-learning. The e-learning will be in CZ/EN. Another important supporting tool will be the forthcoming Manual for Recruitment, Selection and Admission Procedures at the BUT. The postponement of the development of the Manual was caused by the later approval of the revised Selection Procedure rules at BUT, which was related both to the need to address other global issues with an impact on the University (international employees, mobility, security, closure of HEIs etc.) and a change in HR policy.

After some consideration, we have decided to unify the originally planned two methodologies, one for recruitment and the other for selection, and thus create a single Manual for Recruitment, Selection and Admission Procedures at the BUT. The Manual will contain recommendations and clarifications of some articles from the Selection Procedure rules at BUT, Methodical Directive on Admission Procedures at BUT, templates for advertisements, possibilities of publication, mandatory and recommended data, deadlines, handling complaints about the selection process etc. It will describe the possibilities to advertise the research positions on the EURAXESS portal and on other national/international platforms.

The position of Chief Personnel Officer was established (according to the goal of the Action Plan, the original intention was to create a supporting HR department as part of the Rectorate Personnel Department). The Chief Personnel Officer is the deputy to the Bursar for personnel matters. Her activities include the HR agenda and the control of legislation and the resolution of labour law issues related to HR, social safety and gender issues at the BUT.

The effectiveness of the recruitment process has been and will continue to be supported by continuous learning of personnel departments in advertising, recruitment/selection and recruitment opportunities. The electronic tool Teamio (Jobs.cz, Práce.cz, Práce za rohem) was implemented to support the recruitment process.

The principles of the OTM-R Policy will also be anchored in the learning and development framework in the emerging Concept on Internal Employee Training.

Language learning for employees continues to be supported, primarily in English (especially in HR, external relations, marketing, offices for studies, library) or in German (archives). The priority at the BUT is gradual internationalisation. Minimal English language proficiency level of A2 will be required for administrative vacancies, with a recommendation to attend English language courses offered by the BUT. Internationalization at strategic workplaces is an important component to comprehensively support the arrival and employment of foreign scientific, research, academic and other staff.

The newly created Guide for Employees (dated October 2022) is available to all categories of employees and is intended to provide better and clearer information about working life at the BUT and beyond.

If your organisation already has a recruitment strategy that implements the principles of open and transparent recruitment, please provide a web link where this strategy can be found on your organisation's website:

BUT does not have a Recruitment Strategy that is in line with OTM-R.

BUT has Selection Procedure rules at BUT, 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.

January 2023

URL:

BUT has anchored revised the Selection Procedure rules at BUT and the BUT Code of Conduct in principles of the OTM-R Policy. Furthermore, in the prepared *Methodical Directive on Admission Procedure at BUT* and also in the prepared *Manual for Recruitment, Selection and Admission Procedures at the BUT*. Both prepared documents are now still in the approval process (comment procedure). Their validity will be in March/April 2023.

4. IMPLEMENTACION

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/UI representatives. The Coordination Group, F/UI 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/UI, 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/UI 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

January 2023

Brno University of Technology was awarded the HR AWARD on 12 February 2021.

Even during the process of obtaining it, work has already started on the implementation of goals and activities. The achievement of some of the planned objectives was partially suspended by the emerging global epidemic of Covid-19, which arrived in early 2021, immediately following the award. It was vital to respond to changes (inability to meet and work conceptually on changes, approve processes etc.). In the course of the implementation phase, it was appropriate to propose other solutions for some of the planned objectives with regard to their effectiveness or to postpone their implementation to the next Action Plan; this was also influenced, among other things, by a change in national legislation and a more appropriate concept of personnel policy and the resulting development of the BUT Personnel Strategy after the new BUT management took office in February 2022.

The main focus is and will continue to be on addressing the shortcomings contained in the original Gap Analysis, the principle checklist of the OTM-R Policy as well as the input received from the Employee Questionnaire Survey conducted at the BUT in October/November 2022.

The areas and objectives on which attention will be focused are in particular the Career Code, the concept of the Evaluation System, the protection of intellectual property (Knowledge Transfer Department), project support (Project Support Department), internationalisation: language learning

for employees, the Concept on Internal Employee Training. However, the attention will also be focused on supporting employees and students in the very important topic of social safety and gender mainstreaming.

The implementation of the proposed new measures, created supporting methodologies, guidelines, manuals, as well as training and e-learning are foreseen continuously, according to the set Action Objectives.

The HR AWARD Coordination Group works with the main coordinator of the HRS4R process at the BUT. The Coordination Group is composed of representatives of F/UI, the Bursar, the Head of HR Department, HR Specialists. The Coordination Group will continue to work together to meet the Action Objectives, either by engaging with selected groups of employees directly from the faculties/research institutes or through direct communication with the faculties/research institutes management. The Coordination Group is also established to address social safety and gender issues. The reason for this is that all these areas are closely interlinked and therefore the individual steps can be addressed conceptually.

For the next period of implementation of the Action Plan, the Implementation Team will be composed of persons responsible for individual actions in the Action Plan (Vice-Rector – women/ Vice-Rectors - men/ Bursar / Chancellor / F/UI coordinators / F/UI personnel departments, PhD students, PhD – R1). They will always be representatives of scientific and academic staff with support from technical/office staff.

We feel it is very important to involve all areas of staff, both from different management groups and from different departments, research teams etc.

The Steering Committee will be composed, as in the case of preparation and implementation, of the top BUT management. Amendments have been made to the names of individual members. The new leadership took over the BUT in February 2022.

Newly developed documents (legislation, supporting methodologies) on learning, seminars/webinars, processes will be communicated to employees in several ways. This could be done for example through the newsletter, at meetings of the heads (Rectorate), at the Rector's College, at meetings of the academic community, on the website or via the Intraportal. In the case of PhD (R1) with the help of SCAS BUT.

By implementing each of the proposed objectives set out in the revided new Action Plan 2023-2026, the BUT would like to ensure the presence of:

• Established procedures in the event of adaptation of employees
• Training of members of selection/admission committees
• Support for international employees (Welcome Service, documentation, ...)
• Increasing competences of HR employees (language, communication, labour law competences)
• Career Code and Evaluation System
• Quality support for creative activities, expansion of the Digital Library and a central repository of research data
• Conceptually determined learning of employees
• Increase in prestige of the University

Remember to also include any aspects highlighted in the checklist that you will need to describe in detail:

YELLOW status January 2023

Checklist	Detailed description and appropriate reasoning
Only JANUARY 2023 – Interim **How have you prepared the internal review?**	*The internal evaluation of HRS4R BUT was prepared by a team consisting of the HRS4R process head coordinator, HR department, Coordination group with support from R1-R4.* *The review was carried out by the Steering Committee and the F/UI management.* *The internal evaluation included:* *- Review of the implementation of the objectives of the Action Plan* *- Outputs from the questionnaire survey* *- Internal review of strategies, legislation and changes* *- Discussion of strategic plans in human resource development in line with HRS4R and CR policies* *- Proposals of objectives for the next Action Plan 2023-2026*

How will the implementation committee and/or steering group regularly oversee progress?	*Competences and mutual relations in the implementation phase will be as follows:*
	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.
	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/UI 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.
	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.
How will the Coordination Group or the Steering Committee regularly oversee implementation?	*Competences and interrelationships will be similar to the previous period. The Steering Committee, the Coordination Group and the Implementation Team will continue to work in concert and cooperation. Regular meetings will be held within the Coordination Group and the Steering Committee will be informed about the status of implementation every 3-6 months. The Steering Committee will continue to provide feedback to the Coordination Group and the Implementation Team on the progress of individual objectives.* *The Steering Committee will be responsible for communicating with other stakeholders (the Rector's College, the Bursar's Meeting, the Academic Senate and other decision-making bodies) and it will also be responsible for allocating financial resources in a manner that will ensure that the activities take place properly and within a defined timeframe.* *The Coordination Group will be responsible for the implementation of the individual objectives of the BUT Action Plan. Its composition remains unchanged: the Bursar, the Head of Personnel Department, HR Specialists, F/UI representatives. The Coordination Group will monitor the progress of implementation and it will evaluate the results achieved. The Group's main tasks will also include monitoring of activities, supervision of the implementation of measures in accordance with the Action Plan and other related documents submitted as part of the HR Award application. Identifying potential shortcomings and risks in the implementation phase and proposing corrective measures will also be an important task.*
How do you intend to involve the research community, your main stakeholders, in the implementation process?	*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/UI; 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/UI 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/UI, 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. The impact of the adopted measures will be regularly (once every 2 years) monitored through a Questionnaire Survey.
	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 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.
How do you intend to involve your main stakeholders, the research community in the implementation process?	The strong support of HRS4R by the Steering Committee in some respects ensures the promotion of the issue and the related need to implement the measures taken for the benefit of the organisation.
	The R1 group is very actively involved in activities, objectives not only related to the implementation of the HRS4R principles and the Action Plan, but also in the activities related to the proposals for support for learners in general. The student chamber of the AS BUT is helping us with some of the set up. The members are part of the university council.
	In addition to the promotion of the HRS4R process by the management at meetings of the various bodies (Rector's College, Bursar's Meetings, Academic Senates etc.), the HR Award website is available to employees. They are regularly informed about what is happening through updates on the website and in the University newsletter.
	The impact of the adopted measures will be regularly (once in every 3 years) monitored through focus groups, which will be composed of different staff members from different F/UI and units. They will reflect both gender balance and transparency. The topics to be addressed will be based on the principles of HRS4R, Gender Equality and Social Safety. Including support for the R1 and R2 group, parents with children, older staff and the development of all other Academic staff, Research staff and Support staff.

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.	*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.*

How will you approach aligning your organizational policies with the HRS4R regulations? How will you ensure that HRS4R regulations are recognized as HR guidelines in the organization?	*The HRS4R principles have been incorporated into internal legislation (Strategic Plan, Code of Conduct, Selection Procedure rules at BUT etc.). All internal legislation will continue to be developed in accordance with these principles.* *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.* *Fulfilling the principles of the Charter and Code and the related maintenance of the HR Award is a high priority for the BUT management and will be communicated to employees (not only in the area of funding).* *Individual areas and principles will help to adjust and change the concept of personnel management, recruitment processes, professionalism of personnel departments and improve the reduction of administrative burden.*
How will you ensure that the proposed actions are implemented?	*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 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/UI, committees, F/UI academic senates, seminars on revised documents, recommendations for emerging new methodologies and supporting materials) will be an integral part of the process.* *All F/UI were involved in the preparation of the GAP analysis, the OTM-R policy and the Action Plan.*

How will you ensure that the proposed actions are implemented?	*The implementation of the objectives proposed in the Action Plan will be supported by coordinating the activities of the responsible departments and ensuring communication channels between the Implementation Team, the Coordination Group and the Steering Committee.* *The implementation of the individual steps will be covered by the BUT Personnel Department, which will be available to all departments/persons involved in the implementation of the objectives as an advisory and control unit. The BUT Personnel Department will continue to monitor the adherence to the set timetable and communicate progress on the implementation of the objectives with the responsible departments/persons at regular intervals.* *Sub-communication platforms (web, newsletter, internal meetings or other forms of face-to-face meetings) will be an integral part of the process.* *Experience in implementation has shown that it is important to involve PhD (R1) students - i.e. budding scientists, in meeting objectives, informing and consulting.* *The Chamber of Students at the BUT is very crucial for us to promote and set support.* *It is responsive to current needs and since it is both budding scientists and future academics, their insight, education and motivation is very important for the whole setting of change.*
How will you monitor progress (Schedule)?	*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/UI 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/UI 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 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.*

How will you monitor progress? (Schedule)	The basic timeline for meeting the objectives is set out in the Action Plan. A schedule has also been drawn up. The proposed measures in it were divided into sections according to the sponsors among the university management and heads of supporting departments/units. A meeting (in person) will be held with individual sponsors at regular intervals once every 3 months in order to meet the objectives, to be able to respond to changes/adjustments, to meet targets and more. Progress/activities will be communicated at regular monthly meetings of the Coordination Group, whose members include representatives of the BUT Personnel Department. The members of the coordination group will cooperate as before with R1-R4 (AS and RS) on their F/UI and U, according to the focus of the individual topic.
How will you measure progress (indicators) in view of the next assessment?	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.
*A) How will you measure progress (indicators) in view of the next assessment? **And** ***B) How are you going to prepare for the external evaluation?**	**A)** In the case of preparation for the award and internal evaluation, we will follow a similar approach in preparation for the external evaluation in 2026. The objectives have their own sponsors with regard to the scope of competences and the implementation plan. For some of the objectives, we also have to take into account the need to respond to national regulations and obligations. The objectives are linked and planned in the Strategic plans, both short-term and long-term. HRS4R principles are fundamental to our policy. One of our priorities is to improve the communication of the measures to academics, researchers and other staff, in order to raise awareness of our actions, but also to increase their participation in the implementation. Towards the end of the next implementation phase, we plan to gauge progress (get feedback) through focus groups.

	B) *Brno University of Technology have undergone an external, international evaluation* EUA *in 2022 which has generated highly positive feedback. The evaluation was conducted with the new University leadership after the Covid-19 pandemic and in a year when we as a university had to deal with and face the international influences on science and teaching, including assistance to international students and employees.*
	Based on the evaluation (Institutional Evaluation Programme), the EAU then assesses the following areas: management and decision-making, quality culture, study and teaching, research, service to society (the third role of the university), internationalisation.
	We will regularly review the implementation of the Action Plan objectives and compliance with the principles of the OTM-R Policy. The main objective is to make the principles and processes of HRS4R more widely known not only among academic and research staff, but also to our important support apparatus (admin staff and working staff)
	It is also important to support academic staff and research staff in adopting changes (training, e-support, ...). Taking into account the experience gained from the audit and dealing with unexpected changes and situations, we will be prepared for the external evaluation.

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 Intents 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/UI, 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/UI (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/UI 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/UI meetings, academic community meetings, AS BUT, AS (Academic Senate) F/UI (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

JANUARY 2023 SUMMARY - Additional notes/comments on the proposed implementation process:

The BUT creates the entire HRS4R policy for and applies it to all employee groups (academic staff, research staff and PhD, technical/office staff, blue-collar staff) and in certain areas also to students. BUT has accepted HRS4R as a whole organisation.
Czech legislation (the Higher Education Act) defines academic staff as those who are involved in creative, scientific, research, educational, artistic activities etc. It also defines the Selection procedure rules at BUT, where only the academic staff can vote and be elected.

All employee groups will continue to be invited to participate in all preparations/implementation of the Action Plan and other related objectives.

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 Ministry of Education, Youth and Sports, TACR, GACR, EU OP RDE programmes, H2020, internal sources and other.
BUT is guided and influenced by national strategic documents. 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. The BUT has incorporated the goals from the Action Plan into its Strategic Plans, Strategic plan of Educational and

[Creative Activities of the Brno University of Technology for the period 2021+](#).

The BUT has set the completion of the Personnel Strategy as an important goal in the revised Action Plan. The development of the Personnel Strategy is in the hands of the university management and the F/UI management.

The BUT Personnel Department is responsible for the core of personnel and payroll issues and works in close cooperation with the respective F/UI Personnel Departments. Personnel administration at the BUT is decentralised.

The development of the draft Career Code in relation to further evaluation is in the hands of the university management and the F/UI.

The BUT Personnel Department, under which the newly established Personnel Development Department belongs, is responsible for the coordination of the entire HRS4R process and communication between the Steering Committee and the Coordination Group, as well as for monitoring the fulfilment of the action objectives from the academic staff and other related processes. It will also act as a supportive advisory link for any BUT employee who is interested in the HRS4R/HR Award, Gender and Social Safety and related issues (in our experience this is support in project tenders, learning, annual reports, methodologies or analytics).

As already mentioned several times, the goal will be to continuously emphasize the importance and strengths of HRS4R to the BUT employees and to communicate the status of implementation of individual measures (at colleges, internal F/UI meetings, BUT AS, F/UI AS, committees, councils, websites etc.) The first [questionnaire survey](#) of its kind for all BUT employees was conducted in April/May 2020, the second [survey](#) was conducted in October/November 2022. According to the Action Plan, further investigations, but now in the form of Focus Groups, are planned for the end of 2025/beginning of 2026 after the implementation of most of the objectives not only from the revised Action Plan.

[BUT WEBSITE](#)
[University structure at BUT](#) (Faculties, Management, University units)
[Website HRS4R / HR Award](#)
[BUT Official Notice Board](#)

[Science and Research at BUT](#)
[Research Centres at BUT](#) (research centres of excellence)
[OPEN SCIENCE](#)

[WELCOME SERVICE](#)
[STAFF WEEK](#)

[Doctoral studies at BUT](#)