



Evaluation of HRS4R Action Plan in the period 2021-2023

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FULFILMENT STATUS OF HR AWARD ACTION PLAN

name of action	1. HARMONISATION OF HR PROCEDURES AT THE UNITS OF CHARLES UNIVERSITY
description of action	The transfer of good practices and the harmonisation of procedures in the HR agenda (e.g., recruitment, onboarding, exit interviews, GDPR) will take place with the aid of regular meetings of the HR officers of the University's units and training. This process will be supported methodologically by the HR department of the Rectorate. We will develop and support the instruments for sharing relevant information and documents among the HR officers of all units.
deadline	On a continuous basis until Q4/2023
responsible unit	Human Resources Department (during the first half of 2023, changed to the Finance, Human Resources and Payroll Department of the CU Rectorate)
indicator/target	Training and methodological materials for HR officers at all CU units.
overall progress 2021-2023	<p>Regular meetings of HR officers on current topics (e.g. communication regarding the upcoming amendment to the Labour Code, new internal payroll regulations, career principles and employee evaluation (academic, research and technical and economic staff), records of working time, elimination of overlapping employment relationships, issues of public officials for the conflict of interest agenda, unification of advertising across the University, nesting of work assignments, unification of benefits) have become a common communication and working method. Training courses for HR specialists on current topics (e.g., GDPR, Trade Unions and Cooperation with Trade Unions, Unsatisfactory Work Results, Effective Recruitment, Application for the Administration of the Recruitment Process, Health Insurance – Complex Issues, Changes in Payroll Accounting in 2024, Taxation of Cross-Border Income, Amendment to the Labour Code) have been organised. Methodological materials on the following selected topics were prepared for HR specialists: GDPR manual, methodology for terminating employment relationships for unsatisfactory work results, including sample employment documents, methodology for submitting applications for Form A1 (which serves as a confirmation of payment of social security in the Czech Republic for employees traveling to other EU countries or countries with a social security contract with the Czech Republic), methodology for nesting work assignments.</p> <p>In addition, the TEAMS shared online environment was created for HR officers at CU to share information and documents.</p> <p>A University-wide salary analysis for 2020 was also prepared. The results of the analysis were presented to the management of the University as well as management of the faculties and units of the University. This analysis also serves as a basis for salary adjustments. A uniform environment for all faculties and units was introduced for the advertising of vacancies, mainly for technical and economic staff and for managing the recruitment process on the jobs.cz and prace.cz websites.</p>



In connection with the amendment to the Labour Code of October 2023, work began on the harmonisation of labour law documents across CU. In the first phase, this consisted of the new documents "Information on the Content of the Employment Relationship" and the "Remote Work Agreement".

Conclusion: The objectives were achieved. Further follow-up objectives in this area are set out in the new Action Plan 2024–2026.



name of action	2. IMPROVING THE IT SYSTEMS FOR HUMAN RESOURCES (WHOIS AND EGJE)
description of action	We will upgrade the WhoIS HR information system in order to improve the collection of data and digitalisation of certain agendas. Many modifications need to be made in relation to the new legislation. On our own initiative, we would like to incorporate into WhoIS, for example, more detailed records of job positions, an electronic record of working from home, a module for training relating to occupational health and safety at, and employee evaluations. We will harmonise the EGJE and WhoIS systems so that it will not be necessary to duplicate data in both systems. We will improve the EGJE system, leading to the automation of operations that still need to be done manually and that place demands on the capacity of the HR Department due to the large number of employees. We will strive to offer all new modules in Czech and English.
deadline	Q4/2022
responsible unit	Human Resources Department (during the first half of 2023, changed to the Finance, Human Resources and Payroll Department of the CU Rectorate), Computer Science Centre
indicator/target	Functioning new modules in WhoIS enabling the digitalisation of the HR agenda. Improvement of the connection between WhoIS and EGJE.
overall progress 2021-2023	<p>During the evaluated period, basic documents were introduced or revised in the WhoIS system (Agreement on Working from Home and its amendments, Agreement on Wage Deduction for Meal Allowance, form for Personal Development Days, Annual Leave Plan), and the numbering of amendments to the employment contract was modified. One important act was the deployment of a new "work assignmentscheck" functionality, which is used by all parts of CU to ensure that the maximum total work assignments are not exceeded for those employees who work at multiple units or who are also working on a project in addition to their regular job.</p> <p>In the HR systems, the new organisational structure of the extended Rectorate (i.e. parts that are subject to the Bursar in labour-law issues concerning employees; these are the Rectorate, the Institute of History of Charles University and the Archives, the Centre for Theoretical Studies, the Centre for Economic Research and Doctoral Studies, the Environment Centre, the Computer Science Centre, the Centre for Knowledge and Technology Transfer, the Institute of Language and Preparatory Studies, the Central Library, the Agency of the Council of Higher Education Institutions, Dormitories and Refectories, the Karolinum Press and Premises and Facilities Administration) was further modified, which is a prerequisite for the electronic approval of e.g., employee attendance, annual leave requests, etc. This resulted in the deepening of the automation and digitalisation of processes. Electronic records of working from home are kept by the extended Rectorate and some other units that use IT systems for recording working hours. Health and safety training takes place electronically, and not in the WhoIS system, which proved to be a more appropriate solution. Significant improvements to the EGJE payroll system, which contributed to the auto-</p>



mation of processes, include the transfer of information on work relationships and data on individual employees from the WhoIS HR system. In the area of payroll processing, data imports are set up for remuneration, surcharge components of wages and meal allowances, as well as for the registration of absences from the attendance system (module in WhoIS) for individual persons.

An analysis of the possibility of transferring and unifying the EGJE payroll system under a single main component in cooperation with the Economics, Human Resources and Payroll Department, the Computer Science Centre and Elanor (supplier of the EGJE payroll system) was launched in order to solve the issue of recording and managing parallel workloads at a single employer. The analysis will also include the possibility of transferring the contractual/HR module from WhoIS to EGJE in order to prevent the remaining entry of identical data into both systems, including further automation of operations.

Furthermore, an analysis of the current state of the keeping of records of working hours across the University was carried out and a proposal for a unified solution was prepared; this will be submitted to CU management for assessment, and, if applicable, further elaborated for possible implementation. A decision on its implementation will be taken in the following period.

Documents in both Czech and English were introduced into the systems, and the employment contract and the agreement on wage deductions were also translated into Ukrainian to support employees who had joined the University as a result of the war in Ukraine.

Conclusion: The objectives were partially achieved. Further planned activities were postponed as a result of the implementation of the wide-ranging amendment to the Labour Code (2023), which entailed the transfer of HR capacities of the relevant University workplaces to address the current legislative requirements necessary to comply with the legal framework. These changes had to be (and were) implemented by the end of 2023. Initially planned activities that were not fulfilled were transferred to the new action plan for 2024–2026 and will be implemented in this period along with related activities.



name of action	3. UNIFICATION OF ADVERTISEMENTS FOR JOB VACANCIES AND SUBSEQUENT WORK WITH APPLICANTS
description of action	New software will allow us to place advertisements for job vacancies at the University in a uniform format with all relevant elements and in the appropriate graphic form. The software will also enable the work of the selection committee, including voting by secret ballot in accordance with the Competitive Hiring Process Code. The application will operate in Czech and English.
deadline	Q2/2022
responsible unit	Human Resources Department (during the first half of 2023, changed to the Finance, Human Resources and Payroll Department of the CU Rectorate), Computer Science Centre
indicator/target	Using the new software to place advertisements. Making the university more attractive as an employer. Automation of work that is currently done manually by HR employees.
overall progress 2021-2023	<p>The application for advertising vacancies was launched at the CU Faculty of mathematics and Physics in accordance with the requirements of the "Competitive Hiring Process Code". The app allows users to prepare, approve and publish all advertisements in both Czech and English. Advertisements entered in the app are automatically transcribed to the career pages of CU and the Researchjobs website. Using a uniform form, the same functionalities are now available for the CU Faculty of Science and Faculty of Arts. It is these two faculties, together with the Faculty of Mathematics and Physics, that employ a relatively high number of international staff within CU. The faculties have already published their first job ads in this way. In addition, a functionality that allows the nomination of a selection commission was added. Another functionality of this app is the collection of basic information about candidates and their background for the competitive hiring procedure and their subsequent evaluation. The app also deals with the identity of internal and external applicants in the context of GDPR and cybersecurity. An analysis of the requirements of another advertising portal, Euraxess, with the goal of automatically copying advertisements to the website.</p> <p>The app does not yet allow the work of the selection commission to be carried out in full (e.g., secret ballot, as required by the "Competitive Hiring Process Code").</p> <p>Conclusion: The objectives were partially achieved. Unfulfilled activities were transferred to the new action plan 2024–2026 and will be implemented in this period along with further developments in this area.</p>



name of action	4. CAREER PRINCIPLES AND EVALUATION OF ACADEMIC AND RESEARCH STAFF
description of action	After incorporating the results of the pilot project, the career principles and the evaluation system will be integrated into the University's framework documents (Q2-Q3 2021), which will be followed by documents specifying the process at the faculties and units (Q4 2021). From 2022, evaluations for the entire University will take place according to these new rules. This system will enable evaluation based on clearly set criteria in all areas of the University's activities (instruction, research, third role, operations of the University). In addition, it will create a more transparent working environment with clear opportunities for the career advancement of employees, including incentives for associate and full professorship.
deadline	Q4/2022
responsible unit	Human Resources Department (during the first half of 2023, changed to the Finance, Human Resources and Payroll Department of the CU Rectorate)
indicator/target	Amending the Internal Payroll Regulation, approving career principles and University framework rules, following up with faculty documents. Training for evaluation interviews.
overall progress 2021-2023	<p>In 2021, a new catalogue of works for academic staff, research staff and lecturers was published in Rector's Directive no. 56/2021 and the Internal Payroll Regulation was amended. Following a broad internal discussion, the "Framework Principles for the Career Development of Academic Staff, Research Staff and Lecturers at Charles University" were published as Rector's Directive no. 28/2021. They also include the evaluation of academic staff, research staff and lecturers. The Human Resources Department/Office provided continuous methodological support for the faculties and other units in setting up the evaluation process for academic staff, research staff and lecturers and the issuing of dean's or director's measures specifying more detailed conditions for individual units. It also provided methodological support in the implementation of evaluation pilot runs in units where evaluation had not previously taken place before.</p> <p>Thanks to this measure, it was possible to create a more transparent working environment with clear opportunities for career advancement. We will work on the motivational link to procedures for the granting of associate and full professorships in the next period (in connection with other points in the new action plan).</p> <p>To aid evaluation, units were offered the online app developed by the Faculty of Arts. For now, the application has been launched at the Faculty of Arts and the Faculty of Medicine in Pilsen. In November 2023, the implementation of the app at the Faculty of Mathematics and Physics began and three other faculties were informed of the schedule for its deployment.</p> <p>Continuous externally provided training courses for executives on "How to provide feedback and evaluate employees" were organised.</p> <p>Charles University considers the evaluation of employees a very important step in the development of its HR policy, and therefore the indicator monitoring the adoption of relevant regulations and the launch of the pilot phase</p>



of the evaluation was included among the performance indicators in the Principles for the Distribution of Contributions and Subsidies in 2023, and in a slightly modified form also for the Principles for 2024.

More information on how the evaluation is carried out and how it is viewed by employees themselves should be provided by questionnaire survey (last quarter of 2023) focused on academic staff, research staff and lecturers, in which they are asked about career principles and evaluation, as well as selected other topics (e.g. the recruitment process). The evaluation will be processed in Q1 2024.

Conclusion: The objectives were achieved. The activity will continue in the coming period. Further follow-up objectives are set out in the new Action Plan 2024–2026 and will be implemented in this period.



name of action	5. EVALUATION OF ADMINISTRATIVE EMPLOYEES
description of action	In relation to the pilot testing of administrative staff evaluations at the Rectorate, we will create a system of evaluation and will approve its final form in the University bodies. From 2021, regular evaluation will take place at the Rectorate. From 2022, this will also take place at other units with the methodological support for the Rectorate.
deadline	Q2/2021
responsible unit	Human Resources Department (during the first half of 2023, changed to the Finance, Human Resources and Payroll Department of the CU Rectorate), Computer Science Centre
indicator/target	Binding measure of the Bursar regulating the evaluation of staff at the Rectorate, annual evaluation according to this measure. Training for evaluation interviews.
overall progress 2021-2023	<p>The annual systematic evaluation, of both administrative staff and workers in blue-collar professions, was gradually introduced at those parts of the extended Rectorate that are subject to the Bursar in labour-law matters concerning employees. This assessment was enshrined in Bursar's Directive no. 1/2023. Evaluation takes place in the online app. Methodological guides (for evaluators and evaluated employees) and instructional videos for working with the app were prepared as auxiliary methodological materials. A Sharepoint containing all information on evaluation in a single place (methodologies, online training, online manuals, frequently asked questions, deadlines, etc.) was created. Internal and external training courses on the subject of evaluation (for new employees/for managers) are carried out on a continuous basis. The results of the annual evaluation are processed into a final report, which is submitted to the University management.</p> <p>Evaluation of administrative staff also takes place at other faculties and units. Rector's Directive no. 53/2023 "Framework Principles of Career Development and the Evaluation of Technical and Economic Staff at Charles University", which imposes the obligation to evaluate administrative employees of all faculties and units of Charles University, was issued.</p> <p>Due to the fact that the existing online app used at the Rectorate does not appear to be optimal for further use, testing of the app by Elanor (supplier of the EGJE payroll system) as the considered single app for the evaluation of administrative staff across the University was initiated as part of synergistic effects.</p> <p>Conclusion: The objectives were achieved. Follow-up activities were transferred to the new action plan 2024–2026 and will be implemented in this period.</p>



name of action	6. INTRODUCTION OF FIXED-TERM POSITIONS FOR MANAGERIAL STAFF
description of action	We will establish in the internal regulations that management positions for which this is possible under national legislation will be filled in time-limited segments, with the possibility of reappointment instead of appointment for an indefinite period of time. Continuing in a management position should be based on employee evaluation. Exceptions to this are positions whose appointment is regulated by the Higher Education Act.
deadline	Q4/2022
responsible unit	Human Resources Department (during the first half of 2023, changed to the Finance, Human Resources and Payroll Department of the CU Rectorate)
indicator/target	Enabling replacement in management positions based on employee evaluation.
overall progress 2021-2023	<p>The organisational rules of the CU Rectorate enshrined the need for an open competitive hiring procedure for the positions of heads of departments and directors of units, too.</p> <p>The amendment to the Competitive Hiring Process Code specified the conditions under which competitive hiring procedures are organised at Charles University.</p> <p>Furthermore, the Rector's Directive "Framework Principles for the Career Development of Technical and Economic Employees at Charles University" (Rector's Directive no. 53/2023) includes a stronger appeal for the recruitment of administrative staff in management positions based on competitive hiring procedures (OTM-R, Open, Transparent and Merit-Based Recruitment), but also emphasises the annual assessment of the managerial competences of managers. A methodology for terminating employment due to unsatisfactory work results was created, including sample documents.</p> <p>Rector's Directive no. 28/2021 "Framework Principles for the Career Development of Academic Staff, Research Staff and Lecturers at Charles University" also emphasises the regular assessment of the managerial competences of senior academic staff, research staff and lecturers.</p> <p>The issue of appointing and dismissing managers and their appointment to temporary positions with the possibility of re-appointment, especially at faculties and units, is still the subject of assessment, as the legal interpretation of various experts is divergent. Similarly, the process of appointing heads of departments of the Rectorate is also the subject of assessment.</p> <p>Conclusion: The objectives were partially achieved. Due to the complexity of this issue and the diversity of legal interpretations, this activity will be transferred to the new Action Plan 2024–2026.</p>



name of action	7. ONBOARDING NEW EMPLOYEES
description of action	We will introduce a system of training for new employees so that they may acquire the most important information about the University and its functioning as well as practical areas, such as benefits, IT support, counselling, further education opportunities, etc. We will also focus on the work of head employees with new employees (adaptation process, interview at the end of the probation period, etc.).
deadline	Q1/2022
responsible unit	CU Point, Human Resources Department (during the first half of 2023, changed to the Finance, Human Resources and Payroll Department of the CU Rectorate)
indicator/target	Onboarding training for new employees approximately once every two months. Training or manual for the adaptation process.
overall progress 2021-2023	<p>Regular onboarding training for new employees was introduced at the extended Rectorate. The form, content and frequency of the training were evaluated and updated over time. Training courses are now run at the beginning of the calendar month; this turned out to be the optimal frequency.</p> <p>In addition, regular training for new employees from all faculties and units was introduced, with a primary focus on the organisational structure, activities and functioning of the University itself. For the best and fastest integration of new employees into the work process and for a better understanding of the functioning of the entire university, two manuals have been created and are continuously updated: the Handbook for Employees of Charles University and the Guidebook for New Employees of the Rectorate</p> <p>Conclusion: The objectives were achieved. It turned out that it would be necessary to focus attention on the work of managers with new employees and the preparation of methodological guides to the adaptation process in the next period. Therefore, the activity will continue in the new action plan for 2024–2026.</p>



name of action	8. EMPLOYEE WELL-BEING AND BENEFITS
description of action	With the goal of improving the social conditions of our employees and to provide them with the means for a quality lifestyle, we will support activities and introduce other measures promoting a balance of work and private life and a healthy lifestyle. We will organise workshops and a campaign relating to the prevention of adverse psycho-social effects and supporting a healthy lifestyle. We will conduct a survey of employee satisfaction in connection with activities as part of the HR Award.
deadline	On a continuous basis until Q4/2023
responsible unit	Human Resources Department (during the first half of 2023, changed to the Finance, Human Resources and Payroll Department of the CU Rectorate), CU Point
indicator/target	Analysis of the needs of employees based on a survey. Events and measures supporting improved conditions for employees, a healthy lifestyle, and psychological health.
overall progress 2021-2023	<p>During this period, an ongoing comparison of the benefits and tools for well-being at faculties and units was carried out.</p> <p>The University also based this on a survey of employee satisfaction as part of a gender audit or feedback obtained in interviews with employees as part of the employee evaluation process. Based on the outputs of the above activities, materials were submitted to the University management with a proposal to unify the benefits supporting the harmonisation of work and personal life across the University. Based on the submitted proposal, three Rector's Directives were issued: Performance of Remote Work at Charles University (Rector's Directive no. 44/2023 and Rules for Granting and Using Personal Leave and Development Days at Charles University" (Rector's Directive no. 51/2023 were modified. The new Rector's Directive no. 52/2023 "Flexible working hours at Charles University" was issued.</p> <p>In addition, new events/workshops for University employees were held to improve their physical and mental health and to promote social interaction at the workplace (tours, yoga courses, preventive medical examinations, dental care, etc.), in which there is considerable interest among employees. A total of 276 people attend yoga courses for employees at the Hybernská Campus every year. New, similar events to expand the programme (e.g., physiotherapy, massages, glycemia testing, self-examination) are being prepared on an ongoing basis. Psychological counselling, legal counselling and coaching are available to employees at the Carolina Centre. In 2023, the Centre for the Care for the Soul, which connects spiritual support, counselling and therapy, was established at Charles University. Employees also have the opportunity to participate in a wide range of language courses. There was unprecedented growth in the number of people interested in last minute offers for theatre tickets and discounts for cultural events. The cooperation with travel agencies focused on attractive locations is constantly expanding.</p>



	<p>Every year, in the runup to Christmas, CU Point organizes Advent excursions to Regensburg and Wrocław. While it is mainly employees and their family members who go on excursions, work teams also take parts, which aids interconnection and the strengthening of relationships in the workplace.</p> <p>Conclusion: The objectives were achieved. The well-being of employees and the related offer of services and activities is constantly expanding, and it is anticipated that this trend will continue in the next period. Therefore, the activity, together with other related objectives in this area, will continue in the new action plan for 2024–2026 and its objectives will be implemented in this period.</p>
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name of action	9. EQUAL OPPORTUNITIES
description of action	Every year, we submit a report to the Rector's Board on the status of this issue, including proposals for improvement (in particular equal opportunities, gender equality, sexual harassment, work/life balance, staff caring for children or loved ones, returning from parental leave, etc.). We will monitor the terms of the new Horizon Europe Framework Programme and consider adopting an equal opportunities plan (or a gender equality plan) as a comprehensive University policy.
deadline	Q4/2023
responsible unit	CU Point, Human Resources Department (during the first half of 2023, change to the Finance, Human Resources and Payroll Department of the CU Rectorate), Research Support Office
indicator/target	Equal access to management positions and career advancement, a fair and transparent working environment to meet the conditions of the new EU framework programme. Procedures for cases of sexual harassment.
Overall progress 2021-2023	<p>In the period 2021-2023, there was a significant shift in the area of equal opportunities at Charles University. At the end of 2021 and beginning of 2022, a gender audit was carried out, based on which an Equal Opportunities Plan was developed. The Plan was adopted in April 2022. Since then, there has been a dynamic development in the organisation of resources and the subsequent implementation of the activities set out in the Plan.</p> <p>The first important step was the establishment of the Equal Opportunities Board, an advisory body to the Rector and members of the Rector's Board, in which representatives of all faculties and units of Charles University are represented. The Board originally met three times a year but, due to the growth of the operational area, it was decided that it would meet four times in 2023.</p> <p>A further milestone was the creation of the position of an ombudsperson for the whole of the University. The CU Ombudsperson began her work in January 2023. She has become a permanent guest of the Equal Opportunities Board and cooperates with other relevant entities within CU. She advocated for an ombudsperson or a person of similar status to be put in place at every faculty and works towards their professionalisation and cooperation.</p> <p>Coordination of activities in this area is overseen by CU Point, where the position of Equal Opportunities Coordinator was created. On the initiative of the member of the Rector's Board for Social Affairs and Sustainable Development, regular meetings and networking events between all stakeholders involved in the area (CU Point, Ombudsperson, Chair of the Equal Opportunities Board, Head of the Research Support Office, Project Manager for centralised development projects (i.e. projects with a national scope in which CU participates), Head of the Human Resources Office of the Economic, Human Resources and Payroll Department) also take place.</p> <p>The implementation of the Equal Opportunities Plan is monitored on a quarterly basis, after which it is submitted to CU management.</p>



	<p>As part of the implementation of the Plan, efforts to ensure the balanced representation of men and women in various committees have significantly increased. Considerable emphasis was placed on this aspect when appointing the Ethics Commission.</p> <p>The University was actively involved in networking and the sharing of experience at national and international level, and organised awareness-raising events and a number of seminars and workshops for its employees.</p> <p>Conclusion: The objectives were achieved. The Equal Opportunities Plan was adopted and, based on it, a number of measures were also implemented that had not even been included in the HR Award Action Plan. University policy, its implementation and related activities fully comply with the new EU Framework Programme.</p>
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name of action	10. BILINGUAL ENVIRONMENT AT CHARLES UNIVERSITY
description of action	We will create a rigorously bilingual environment in which international students and employees may study or work without complications (language skills of students, academic, research, and support staff, key documents or services and information systems available in foreign languages, especially English, etc.). We will improve the language skills of our employees both through greater emphasis on language skills and international experience in selection procedures and competitions, and also through language courses.
deadline	On a continuous basis until Q4/2023
responsible unit	Rector's Office, CU Point
indicator/target	International employees and students have access to all essential information.
overall progress 2021-2023	<p>English language teaching for employees was gradually modified and the overall concept underwent many changes. Under the leadership of the Language Centre of the Faculty of Arts of CU, employees improve their knowledge in English, Spanish, German and French. Language teaching was supplemented by a specific semester course entitled Professional Skills in English.</p> <p>Ongoing translation of F/S documents and websites (2020: 273 standard pages, 2021: 449 standard pages, 2022 = 1,570 standard pages). It follows from the above that there is an upward trend in demand, as employees of the University are making an effort and taking more care to ensure that all texts of an internal and external nature that are relevant to Czech and international employees is available in both languages (Czech and English).</p> <p>Conclusion: The objectives were achieved. English is gradually becoming the second language of the University. In order to ensure that international staff and students have access to information, this process is continuous and must continue. Therefore, the activity was included in the new action plan for 2024–2026 and will continue in this period.</p>



name of action	11. STAFF WELCOME CENTRE
description of action	We are establishing the CU Staff Welcome Centre (SWC) to provide comprehensive and practical services to academics and researchers and their families coming from abroad, to advertise offers for doctoral, postdoctoral, and other positions or grants enabling researchers from abroad who stay for a longer period of time at the University, and to contribute to the international visibility of the University. In addition, the SWC will represent the University as an employer in countries abroad as part of the operational area for contributions and reporting on behalf of employees. The centralisation of this operational area will contribute to higher efficiency and will free up capacities for faculties.
deadline	Q4/2021
responsible unit	CU Point
indicator/target	A functioning SWC that helps to recruit more qualified job candidates from abroad and assists employees and the receiving workplace with their relocation. Distribution of the operational area between the Human Resources Office, the Finance Department, and the SWC.
overall progress 2021-2023	<p>Between 2021 and 2023, the number of international academic and research staff at Charles University increased from 705 to 838 (by 19 %).</p> <p>Throughout this period, the SWC continued to optimise its primary and core activities (visa services prior to arrival in the Czech Republic, finding accommodation, help with practical matters – doctors, schools for children, etc.), and according to statistics, demand has been rising and continues to rise</p> <p>In 2022, the SWC recruited a professional employee with experience in the employment of staff with international overlap and competence in the payroll issue of contributions abroad; this employee now provides methodological support in this area throughout the University and proposes new measures for the recruitment of international employees. This has resulted in greater methodological support for the faculties and units, for which demand has existed for a long time.</p> <p>At the beginning of 2023, the selection procedure for the provision of advisory and counselling services related to the fulfilment of Charles University's obligations regarding incoming and outgoing staff mobility was completed, as this operational area has required a centralised solution for some time. The reimbursement of the faculties for these services was also set on a university-wide level. Thanks to the unification, financial savings are also being made on external consulting services.</p> <p>The SWC gradually expanded its agenda, which arose from demand from faculties. It completed a comprehensive university-wide methodology for the recruitment of international employees at Charles University and intends to continue this activity, thus streamlining processes.</p>



Czech language courses for international employees were configured so as to be more effective (more intensive, one semester only), for which there is considerable demand

Conclusion: The objectives were achieved. This was already an established centre at Charles University in 2023. The faculties and units cooperate intensively with the SWC and communicate every new arrival of an international employee. The SWC represents the University as an employer abroad with respect to contributions and reporting on behalf of employees. The centralisation of this operational area contributed to higher financial and administrative efficiency, as well as providing relief for the faculties.



name of action	12. RECORDKEEPING FOR MOBILITY
description of action	We will launch a new platform for registering and recording mobility. We will put into practice electronic systems for the registration and billing of domestic and international travel orders.
deadline	Q4/2021
responsible unit	Computer Science Centre + International Relations Office
indicator/target	Reliable data on mobility. Setting processes between the Internal Relations Office, the Finance Department, and the Human Resources Office.
overall progress 2021-2023	<p>In the past period, a technical solution for the uniform operation of business trips administration and related subsequent mobility records was prepared. Within this period, a solution for digitalising business trips was prepared and piloted (proof of concept) on a limited sample of business trips within the 4EU+ alliance,</p> <p>In addition, a functional university-wide solution for the manual registration of mobility has been implemented, so far without a connection to the administration of business trips, which, of course, is inconvenient for practical operation at faculties,</p> <p>A university-wide methodological framework for a uniform approach to the administration of business trips and subsequent records of mobility was also prepared (at the end of 2023 Rector's Directive no. 54/2023 "Employee business trips and student trips outside employment" was issued).</p> <p>Conclusion: The set objective was partially achieved. The main reason for this is the significantly higher complexity of the topic than initially estimated. The activity was also transferred to the new action plan for 2024–2026 and will also be implemented in this period. In the following period, the activity is expected to be completed (extension of the existing technical solution to fully cover the requirements of the uniform methodological framework, its implementation at the faculties and units of Charles University and the implementation of an automatic link between the business trip administration and the subsequent records of mobility).</p>



name of action	13. SUPPORT FOR POSTDOCTORAL RESEARCHERS
description of action	Establishment of a clear definition of "postdoctoral researcher", recording in the HR system, and inclusion in the career principles of the University. Creation of the "Postdoctoral Hub" website in Czech and English, which will summarise the possibilities for support (e.g. further education, assistance with relocation, involvement in innovative teaching, organising events for the academic community and the public, etc.). We will focus in particular on obtaining postdoctoral researchers who have a PhD from a foreign university, as well as offering graduates from our PhD programmes clear perspectives if they would like to continue their academic careers at Charles University in relation to the career principles (see Activity no. 4).
deadline	Q4/2021
responsible unit	Research Support Office + Student Affairs Department
indicator/target	Increasing the number of postdoctoral researchers from abroad or with long-term international experience. Systematic support for postdoctoral staff and its presentation via the "Postdoctoral Hub". Inclusion of perspectives for PhD graduates in the Career Principles.
overall progress 2021-2023	<p>The position of "postdoctoral student", its recording in the HR system and inclusion in the University's Career Principles was enshrined in the University's legislation (Rector's Directive no. 3/2022). The "Postdoctoral Hub" website summarises the options for support (this website, as well as the services offered, will be further improved). As part of the MSCA CO-FUND, it is planned to lay the foundations for building a strong post-doctoral community at CU, including further, very robust, post-doctoral education.</p> <p>A network of contact persons at faculties and units was established to provide postdoctoral students with on-the-spot assistance. Regular meetings are organised with contact persons and a manual for their activities at the faculties has been written. In order to make the support for postdoctoral students more visible, podcasts, in which successful postdoctoral students talk about their experiences at Charles University were filmed. A shared space that postdoctoral students can use once a week for hot-desking, co-working, lectures, seminars and small workshops or conferences was established at the Hybernská Campus. Join the Debate, a new platform to facilitate meetings with successful postdoctoral students (and with the participation of doctoral students, too) was organised at the Hybernská Campus.</p> <p>Postdocs are informed about the latest grant calls and course offers on the Postdocs Platform, which is available in Czech and English.</p> <p>Postdoctoral students are offered courses in Czech, which are well attended. The Young PI Forum concept, which is currently implemented twice a semester, was created in cooperation with Czexpats. The Forum is a place for young researchers to meet senior researchers and includes a Discussion on various topics</p>



The MSCA Postdoctoral Fellowships scheme receives significant support. The management of the faculties is acquainted with the scheme and the collection of topics and supervisors, a position that will continue to be advertised, is underway. Subsequently, promising candidates will be selected and will receive assistance with writing their applications for this scheme.

Conclusion: The objectives were achieved. The activity was also transferred to the new action plan for 2024–2026 and will also be implemented in this period. New initiatives, ideas and activities that we have need will be implemented. Through various associated partners we want to deepen the cooperation of postdocs with the non-academic sector. We want to continue to improve our services and postdoc education, which we will now offer in cooperation with top lecturers and supervisors. Whether the number of postdocs with international experience has increased cannot be said with certainty, as this characteristic is not statistically monitored. Between 2021-2023 the total number of postdocs at the University increased from 126 to 137.



name of action	14. BRIDGE PROFESSORS
description of action	We will create, support, and develop the concept of bridge professors, i.e. academic staff members who work part-time at Charles University and part-time at another partner university, where they are members of an international team working on a similar topic at both universities.
deadline	Q4/2022
responsible unit	Research Support Office
indicator/target	Increase the number of bridge professors as one of the possible instruments for supporting internationalisation.
overall progress 2021-2023	<p>The concept of "visiting professors" at Charles University has also been addressed for long time under Art. 40 of the Constitution of Charles University and the strategic partnerships project (https://csp.cuni.cz/CSPEN-1.html). In the period 2021-2023, 49 professors from international universities visited the University in this way.</p> <p>At the end of 2021, a discussion on the concept of "bridge professors" with partners within the 4EU+ alliance was launched. Following a year of discussion, the concept was changed to visiting professorships, where employees can participate in visiting professorships projects, as well as students and doctoral students from both the host university and the home university. The visiting professor, together with the host team, will carry out joint research and educational activities that contribute to the development of new educational frameworks and new expertise, for example: teaching courses at host universities (lectures, seminars, conducting of laboratory training), participation in the development of joint educational modules or programmes, including short programmes such as summer and winter schools, or work on the methodology and transformation of teaching methods; in the field of research, e.g. building a 4EU+ research team, leading or participating in the development of a shared research infrastructure, leading or participating in pre-research activities in order to submit a joint proposal in one of the grant projects, or the organisation of research conferences and high-level research seminars, etc.</p> <p>The announcement originally planned for autumn 2022 was postponed to the autumn of the following year because it emerged that the scheme could not be financed through Erasmus+ and it was necessary to find other sources. The first call for visiting professorships within 4EU+ was announced in the first half of 2023. One application for travel to Milan was submitted from CU and one application was submitted for a visit to CU.</p> <p>The concept of visiting professorships will be further developed and promoted in the coming years. Further information on this scheme can be found at https://4euplus.eu/4EU-719.html.</p> <p>Conclusion: The planned objective was achieved, although the original intention under 4EU+ had to be revised. The scheme is now operational and the University has gained another support mechanism for "visiting professors".</p>



UNIVERZITA KARLOVA



HR EXCELLENCE IN RESEARCH



name of action	15. HYBERNSKÁ CAMPUS
description of action	We will support the third role of the University, knowledge transfer in the social sciences and humanities, and interdisciplinary cooperation and intensify relations with the City of Prague thanks to the Hybernská Campus. We will support the community dimension of the University and the innovation ecosystem. "Research in practice" platform – regular meetings on innovative topics and presentation of the results of the successful application of research in practice across disciplines. We will continue cooperating with student associations, the innovation incubator/accelerator linked to entrepreneurship education, our relationship with primary and secondary schools, counselling and advice for the public, discussion clubs, the cooperation of Charles University in resolving urban and community problems, and events for the public.
deadline	Q4/2023
responsible unit	Centre for Knowledge and Technology Transfer (by 31 March 2023) Hyb4City Department in the Rector's Office (since 1 April 2023)
indicator/target	The objective is to involve Charles University with the community in Prague and other towns and with the public, support of projects with external partners.
overall progress 2021-2023	<p>Many activities and events have found their place at the Hybernská Campus.</p> <p>Didaktikon Educational Centre: The creation of the Didaktikon Educational Centre was one of the key objectives of the partnership between CU and the Ministry of Education, Youth and Sports through the Hybernská Campus. The Centre specialises in the education of primary and secondary school pupils using the heuristic method, an innovative approach to teaching. Didaktikon supported CU faculties in projects aimed at equipping the centre with educational artefacts. In 2023, the renewal of the Centre's stock of educational artifacts began, subject to their interfaculty processing.</p> <p>Studentská Hybernská (Student Hybernská): A system of internal competitions for a place in a shared office for student associations, projects and initiatives with links to CU and the Ministry was introduced. Studentská Hybernská received a grant from the European Solidarity Fund for activities in the field of sustainability, democratic participation and interconnection of individuals and entities. This has enabled the expansion of programmes for students and the public and promoted sustainable development. Student Hybernská organises dozens of events for both the student community and the public on current social topics, with a wide reach on social networks. Cooperation is in place with the platform for doctoral students and postdocs.</p> <p>Dramaturgical unification of activities: The Hybernská Campus and its subsidiary production teams unified the basic communication line of activities and events by setting a main theme for the semester. Setting the topics</p>



	<p>of the semester (Future: Sustainability and AI/ Transformation: Reskilling and Resilience, etc.) will contribute to the better targeting of events for specialists and the general public and clearer communication.</p> <p>International cooperation: Hybernská Campus was actively involved in international cooperation with embassies, ministries and non-profit organisations, which has brought English-language events i.e., events that are accessible to the expat community, to the programme. An international conference on "Artificial Intelligence" and a series of meetings entitled Café Collaborations were held, as well as other prestigious events.</p> <p>Innovation and networking: Multiple formats became established for events focused on communicating a topical issue that is important for society of today and the populace of Prague and about which the academic community has something to say. Many events were organised: Ukrainian Probes, Disinformation Probes, Musical Soirée at the Hybernská Campus, Cafe Collaborations and a number of other ad hoc events. We cooperate with people from all spheres of activity – private, non-profit and public.</p> <p>Courses and consultancy: Hybernská Campus continued to provide courses and consultancy in the areas of entrepreneurship and innovation thanks to the activities of the Centre for Knowledge and Technology Transfer (CKTT, CPPT in Czech) (https://cppt.cuni.cz/CPPTNEN-1.html), as well as yoga and psychology through CU Point and psychospirituality as part of the activities of the Centre for the Care of the Soul.</p> <p>Public competition for residency: A public competition for residency at the Hybernská Campus was held for external entities. This expanded the possibilities of cooperation and achieving the objectives of the Hybernská Campus project in the interest of developing the partnership between CU and Ministry.</p> <p>Conclusion: The objectives were achieved.</p>
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name of action	16. OPEN SCIENCE AND THE MANAGEMENT OF RESEARCH DATA
description of action	We will create conditions for the wider use of the Open Access regime and for archiving, protecting, and accessing research data. For this purpose, we will primarily establish the Centre for the Support of Open Science, create and implement a set of methodological materials for the support of Open Science at Charles University and for self-archiving the results of research activities in the University's institutional repository of publishing activities, and introduce a university-wide system for supporting the creation of data management plans. We will also focus on the analysis of creating infrastructure for the archiving of research data in the institutional repository and begin its preparation.
deadline	Q3/2022
responsible unit	Central Library of Charles University (+ Research Support Office + Computer Science Centre)
indicator/target	A functioning centre for the support of Open Science. Repository for archiving research data and a repository of publishing activities. Template for Data Management Plan and support for its creation.
overall progress 2021-2023	<p>The Centre for the Support of Open Science operates successfully at the Central Library of CU and coordinates a network of faculty open access coordinators. The Centre operates an information website (https://open-science.cuni.cz/OSCIEN-1.html) and has created a number of other methodological materials, especially for work with the publication repository, which are published via the website. The Centre organises a number of training courses focused on various aspects of open science and actively cooperates with researchers to meet the open science conditions of finance providers. The Centre is actively involved in a number of national and international working groups, e.g., the working group for the implementation of the European Open Science Cloud in the Czech Republic (https://www.eosc.cz/en), the open science working group at Association of Libraries of Czech Universities, (https://www.akvs.cz/en/), the Global International Association of Universities Expert Group OS, and cooperation within 4EU+. The objective of a "functioning Open Science Support Centre" has been met.</p> <p>The CU repository of publishing activities is fully deployed and available at https://publications.cuni.cz/?locale-attribute=en. The full texts of the results and the relevant metadata are downloaded to the repository from the OBD IS Science module at the request of the author. The repository can store not only research articles, but also other outputs such as books, chapters in books, methodologies or posters. Rector's Directive no. 40/2021, on the registration of creative activities (https://cuni.cz/UKEN-1524.html), was updated in connection with the launch of the CU repository of publishing activities. The objective of a "repository of publication activities" has been met.</p> <p>V In December 2023 the first version of the university-wide universal repository of scientific data was prepared <a 484="" 511="" 942="" 960"="" data-label="Page-Footer" href="https://dspace-</p> </td> </tr> </table> </div> <div data-bbox=">25</p>



	<p>dev.ufal.mff.cuni.cz/home. A Czech and English versions of CU's data policy, the "Policy for the Handling of Research Data at CU", was prepared. These steps prepared the basic background for the field of open science. The objective "repository for archiving research data" was met.</p> <p>During work on the task, it was found that it was not practical, effective or logical to create a University-wide template for data management plan (DMP). Most data management plans created at CU are created as part of research projects supported by grants, so beneficiaries use templates recommended by a specific finance provider. Researchers who create plans can also use existing general templates, such as the template for Horizon Europe, which has been translated into Czech and is used by some national providers (https://doi.org/10.48813/sstg-4g21). Further development of this area, in particular the digitalisation of this operational area, will be addressed in the next period. As of 31 December 2023, CU has sufficient competences and tools in this area. All researchers at CU have a DMP template at their disposal.</p> <p>The objective "template for data management plan and support for its creation" was met.</p> <p>Conclusion: The objectives were achieved in full. The solution brought many incentives for the next period. As this is a long-term activity, it has been carried over to the new HR Award Action Plan for 2024–2026, when the University will implement further</p>
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name of action	17. EVALUATION OF RESEARCH
description of action	Given the importance we attach to the strategic management of research at the University in the system of evaluating research based on objective, transparent, and area-specific criteria, we will continuously develop and revise this system. Based on experience with the first cycle of the international and national assessment of the quality of research work at the university, we will evaluate the concept of our system, if necessary, amend the Strategy for the Evaluation of Research at Charles University, and establish the rules for monitoring the quality of our research between two evaluation cycles.
deadline	Q2/2022
responsible unit	Research Support Office
indicator/target	A Strategy for evaluating research that reflects the first international evaluation of research.
overall progress 2021-2023	<p>In Q1/2021, the first cycle of the University's comprehensive evaluation of creative activity was completed (evaluation of the period 2014-2018), the results of which were subsequently discussed in individual University bodies and also presented to the public. The resulting evaluations of faculties and units were transcribed into the method of distribution of institutional funds provided for the support and development of creative activities at Charles University.</p> <p>The formal completion of the first evaluation cycle was followed by its thorough analysis, which was to be the basis for setting the second cycle. Feedback was collected from the evaluated units (faculties and units), evaluators, the International Research Board and the organisational team.</p> <p>During Q1/2022, the management of the University was changed and the first discussions on the possible concept for the second evaluation cycle began, with a particular emphasis on what was good and worked in the first cycle and what, on the other hand, should be avoided or what greater attention should be paid to.</p> <p>In Q3/2022, CU was one of the first signatories to the international CoARA coalition, which seeks to reform the evaluation of creative activity through several basic commitments, such as basing evaluations primarily on qualitative indicators, abandoning the inappropriate use of metrics, recognising the diversity of scientific outputs, ensuring the transparency of the evaluation process, etc. These commitments were taken into account during the development of the concept for the second cycle of evaluation, planned for the academic year 2024/2025, which will evaluate.</p> <p>At the beginning of 2023, a working group for the evaluation of science was established, consisting of representatives of the University management, the Academic Senate, the faculties and members of staff of the CU Rectorate. Within this group, consultations on the basic evaluation concept, the template for the self-assessment report for evaluated units, the process schedule, etc. took place.</p>



	<p>During 2023, the concept for evaluation was approved by the University management and subsequently presented to the faculties and units of CU. The concept also included a draft template for the self-assessment report and a detailed schedule of the entire process.</p> <p>The data that will be included in the evaluation were determined, not primarily as a basis for the evaluation, but especially as input information for the evaluator to orientate themselves about the size and context of the evaluated unit.</p> <p>Discussions took place on the way in which the resulting evaluations will be transcribed into the distribution of institutional funds to support and develop creative activities at Charles University</p> <p>A Strategy for the Strategy for the Evaluation of Research at Charles University for the period 2019-2023 was drawn up.</p> <p>Conclusion: The objectives were achieved. In the period 2021-2023, a thorough analysis of the first completed cycle of the internal evaluation of creative activities was carried out. This became the starting point for the creation of the concept and subsequently the Strategy for the second evaluation cycle. The main changes for the new cycle concern the abandonment of detailed scientometric analysis, placing of greater emphasis on the demonstration of excellence within individual scientific areas cultivated at CU, and on the overall qualitative approach to evaluation, including the emphasis on the third role of the University. The result of the procedure for the period 2021-2023 is the drafting of the <i>Strategy for the Evaluation of Research for the period 2019-2023</i>, which will be approved by individual bodies of the University during Q1/2024. Regarding the rules for monitoring the standard of research in the period between the two evaluation cycles, a system of performance indicators has been created and approved by the University authorities; this will be recalculated every year to allow the monitoring of ongoing trends on selected indicators.</p>
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name of action	18. SUPPORT FOR THE SUBMISSION OF GRANT PROJECTS
description of action	In order to increase the number of applications and success in international grant schemes, we will use the possibilities of internal financial instruments, such as the stable and long-term financial support programme for quality project promoters in the ERC competition and further expanding the European Centre's expert assistance in submitting applications for major foreign grants. In cooperation with the Technology Centre of the Academy of Sciences of the Czech Republic and senior researchers, we will organise open thematic workshops focused on writing ERC grants and the National Orientation Day. We will continue to work with the ERC pipeline in order to search for and support quality proposals for grant projects. Regular workshops with grant advisors at the faculties and units.
deadline	Q4/2022
responsible unit	Research Support Office - European Centre
indicator/target	Workshops, the ERC pipeline, increasing the number of quality ERC grants submitted.
overall progress 2021-2023	<p>In order to increase the number of applications and success in international grant projects, the possibilities of internal financial instruments were exploited to the maximum. Applicants for quality research grants of the European Council (ERC) were provided with financial support after their grants were submitted (in two stages: funding increased if they progressed to the second round). If necessary, external consultants from abroad were engaged for the projects. Several regular workshops for applicants are held every year (initial, then during preparation, and then a mock interview). We were able to increase both the number of quality applications submitted and the overall success rate. We were able to find an expert who would focus on ERC research grants.</p> <p>The University also set the acquisition of prestigious international projects (in particular ERC and Marie Skłodowska-Curie Actions grants) as a goal in its Strategic Plan. In the period from 2021 to 2023, applicants from the University managed to obtain a total of eight ERC grants. Thirteen applications were supported by the national ERC CZ programme, which finances the best of those applications that have progressed through the demanding European Research Council, but there are no EU funds left to finance them. In addition, applicants from Charles University obtained eight Marie Skłodowska-Curie Actions grants.</p> <p>Conclusion: The objectives were achieved. Further follow-up objectives in this area are set out in the new Action Plan for 2024–2026.</p>



name of action	19. NEW SYSTEM FOR FINANCING DOCTORAL STUDIES
description of action	In relation to changes at the national level, we are preparing a new system for financing doctoral studies.
deadline	Q4/2023
responsible unit	Department for the Quality of Education and Accreditation + Student Affairs Department
indicator/target	New system of financing doctoral study with focus on quality, not quantity, and supporting successful graduation within the standard study period plus one year.
overall progress 2021-2023	<p>In the evaluated period (2021-2023), a Working Group for the Reform of Doctoral Studies was established under the leadership of the Vice-Rector for Scientific and Creative Activities. This group mapped possible modifications to internal conditions and regulations for doctoral studies at Charles University. Specifically, these were the following topics:</p> <ul style="list-style-type: none"> - modifications to the conditions of the admission procedure; - modification of the interface of the Study Information System; - supervisor standard (the "CU Supervisor Standard" document is being prepared); and - revision of current internal legislation in an effort to streamline the administration of doctoral studies. <p>A focus group of doctoral students of CU was established under the leadership of the Vice-Rector for Scientific and Creative Activities. The purpose of the group is to obtain feedback on measures taken in doctoral studies from the students themselves; the students have the possibility of raising their own topics. The main topics were the admission procedure, supervisors, and appropriate tools for communication with doctoral students within the University.</p> <p>At the national level, discussions took place on the form of changes in the field of doctoral studies, as well as other changes in the field of higher education, which will be the subject of new legislation. From the beginning, Charles University actively consulted and commented on proposals related to changes in the field of doctoral studies, as well as others related to the adoption of the amendment to the Higher Education Act.</p> <p>However, it was not possible to meet the main objective of this measure, the new system of financing doctoral studies at Charles University, as the amendment to the Higher Education Act and changes in the method of allocating funds for this type of study have not yet been adopted. This is expected to happen in 2024.</p> <p>Conclusion: From the reasons stated above the objectives were only partially achieved. Therefore, the activity will continue in the new action plan for 2024–2026. The reform of the financing of doctoral studies will be implemented in this period in connection with the new legislation and new funding rules.</p>



UNIVERZITA KARLOVA



HR EXCELLENCE IN RESEARCH



name of action	20. STANDARDS FOR DOCTORAL STUDIES
description of action	We will prepare a comparative analytical study concerning the current state of requirements for students in individual PhD study programmes, and, on the basis of this, we will prepare and subsequently discuss proposals for their convergence in the individual branches within the Internal Evaluation Board and the coordination boards. In addition, we will create a set of area-based standards for academic supervisors.
deadline	Q4/2022
responsible unit	Student Affairs Department + Department for the Quality of Education and Accreditation
indicator/target	The aim is to ensure the excellence of PhD studies by setting demanding, internationally comparable and area-appropriate criteria.
overall progress 2021-2023	<p>(1) Convergence of claims in field-related study programmes</p> <p>A study comparing the requirements of the individual study plans of more than two hundred doctoral study programmes structured according to the framework of ten coordination boards of doctoral study programmes was created. The document was discussed by the Internal Evaluation Board, the ten coordination boards of doctoral study programmes and the management of the faculties.</p> <p>Based on this, recommendations were formulated for individual groups of fields of study (within each of the ten subject-area boards of doctoral study programmes). The purpose of the recommendation was to determine the range for the minimum and, if possible, maximum requirements for compulsory subjects, language competences, teaching, grants, publications, conferences, internships, state doctoral examination, and dissertation. The goal was to approximate the requirements (criteria) for field-related doctoral study programmes.</p> <p>However, these recommendations have not yet been approved for subsequent implementation. This step will be preceded by a final discussion and approval by the Internal Evaluation Board.</p> <p>(2) Supervisor Standard</p> <p>In 2023, the background materials were collected for the draft of the CU Supervisor Standard, with the baseline document being the recommendation from the Ministry of Education, Youth and Sports. In the second half of 2023, this background was widely discussed and evaluated, with the result that a draft of the CU Supervisor Standard will be created in the first quarter of 2024, and then approved.</p> <p>Conclusion: The objectives were partially met, and final discussions and the approval of documents will take place in the first part of 2024.</p>



name of action	21. STRATEGY FOR INTERNAL COMMUNICATION
description of action	We will prepare an analysis of the current state of internal communication between the following: 1) Workplaces of the Rectorate, 2) Rectorate – faculties, and 3) Rectorate – external partners. Based on the findings, creation of an internal communication strategy for Charles University, in which we define the appropriate tools for its implementation and development. In the first phase, we will implement it at the Rectorate.
deadline	Q4/2021 Rectorate, then other units of the University
responsible unit	Rector's Office
indicator/target	Define the strengths and weaknesses of current internal communication at Charles University, strengthen functional procedures and introduce new ones to improve communication and information exchange throughout Charles University (from management to staff, from the Rectorate to faculties, etc.).
overall progress 2021-2023	<p>In 2021-2023, planned activities were implemented to define the strengths and weaknesses of current internal communication and projects were implemented to strengthen functioning and introduce new procedures for improving communication and information exchange across CU. Examples include:</p> <ul style="list-style-type: none"> • An evaluation of the questionnaire survey was carried out within the departments of the extended Rectorate (the results were made known to the Rector's Board and later to all heads of departments). The results of the questionnaire provided a comprehensive view of the current state of internal communication at the Rectorate. Based on the questionnaire, the steps below were suggested: <ul style="list-style-type: none"> ○ An internal communication working group was created to identify current needs for internal communication and implement an appropriate solution. ○ There was communication about the possibility of introducing an intranet at the Rectorate. This project was approved and is gradually being set up. Eighteen departments and units of the University are now connected to varying degrees, and fifteen still need to be connected. ○ With the new management of the University taking office (1 February 2022), a system of regular meetings with clear rules was enshrined in legislation, including the taking of minutes and strengthening of other communication channels as a tool for strengthening functional procedures and, in general, internal communication within the Rectorate as well as communication with the faculties ○ The use of Microsoft M365 tools for the activities of the CU Rectorate was strengthened and expanded, giving all CU employees the opportunity to work effectively and efficiently within the Rectorate and to cooperate across the University. ○ Training in the use of software tools and rules for setting up internal communication was organised for employees of the Rectorate, the faculties and other units.



	<ul style="list-style-type: none">• Materials for the analysis of the needs and shortcomings of communication on the Rectorate-faculties-Rectorate axis were created.• Preparations for a university-wide internal communication strategy were started on the basis of questionnaire surveys of (a) Rectorate employees regarding communication within the Rectorate, and (b) between the Rectorate and the faculties regarding communication. A working proposal for a strategy was developed; this will be discussed with the wider management of the University in 2024. <p>Conclusion: In the period 2021-2023, a number of key analyses were carried out in order to assess the current state of internal communication at Charles University. Subsequently, several projects were implemented that focused on increasing employee awareness, improving personal and digital communication at the workplace and in the team, streamlining work processes, and increasing the familiarity and use of CU software tools for employees at the Rectorate. Despite all the steps described above, Charles University does not currently have fully implemented university-wide tools for the effective and systemic management of internal communication. The objectives of this measure have therefore been achieved only partially. The measure to strengthen internal communication is also included in the University's new Action Plan for 2024-2026, under which the University will continue the aforementioned activities, as well as address other topics that are partially related to internal communication (e.g. in the Ethics measure).</p>
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name of action	22. COOPERATION AND TRANSFER OF BEST PRACTICES WITH OTHER UNIVERSITIES
description of action	Cooperation and, in particular, the transfer of best practices in the area of research infrastructures, HR policy, equal opportunities, and research policies with partner universities (Heidelberg, Sorbonne, Copenhagen, Milan, Warsaw). Connection with other Czech universities and research organisations implementing HRS4R for the purpose of joint progress and exchange of experiences (meeting at workshops and conferences), participation in seminars organised by the European Commission or the employees of universities abroad implementing HRS4R.
deadline	Q4/2023
responsible unit	Research Support Office - European Centre + Rector's Office
indicator/target	Exchange of best practices and decision on possible implementation of certain policies/measures in this area.
overall progress 2021-2023	<p>Within the 4EU+ European University Alliance, experience was shared in the areas of attracting and retaining talents, performance and development review and equal opportunities, and several online workshops and job shadowing (short-term internships at partner institutions for the exchange of experience and best practice) were realised.</p> <p>Representatives of Charles University regularly participated in seminars with international experts on topics related to HRS4R (online and in person).</p> <p>Throughout the duration of the HR Award Action Plan for 2021-2023, Charles University actively participated in inter-university Centralised Development Projects, in which most of the publicly funded universities in the Czech Republic participated. These projects addressed a number of ethical and related topics such as social security, ombudspersons, bullying, prevention of unethical behaviour, competence in victim care, etc. (for more detailed information, cf. the websites of the projects).</p> <p>Charles University was actively involved in building the new CZARMA (Czech Association of Managers and Administrators in Research) network and the activities of its individual thematic groups.</p> <p>In addition to the above activities, a large number of meetings, conferences and workshops took place in the Czech Republic according to content priorities – equal opportunities, human resources, legal agenda, HRS4R – which were attended by representatives of Charles University.</p> <p>Through university representations, Charles University actively participated in the commenting process for the amendment to the Higher Education Act.</p> <p>Conclusion: The objectives set in this activity were met.</p>