

HR Excellence in Research

Internal Review

Internal Review

Case number

2018CZ317964

Name Organisation under review

University of South Bohemia in České Budějovice

Organisation's contact details

Branišovská 31a, České Budějovice, 37005, Czech Republic

Submission date to the European Commission

04/10/2024

1. Organisational Information

*Please provide an update of the key figures for your organisation. Figures marked * are compulsory.*

| STAFF & STUDENTS | FTE |
|--|------------|
| Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research * | 809 |
| Of whom are international (i.e. foreign nationality) * | 101 |
| Of whom are externally funded (i.e. for whom the organisation is host organisation) * | 0 |
| Of whom are women * | 336 |
| Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. * | 217 |
| Of whom are stage R2 = in most organisations corresponding with postdoctoral level * | 460 |
| Of whom are stage R1 = in most organisations corresponding with doctoral level * | 132 |
| Total number of students (if relevant) * | 9210 |
| Total number of staff (including management, administrative, teaching and research staff) * | 1460 |
| RESEARCH FUNDING (figures for most recent fiscal year) | € |
| Total annual organisational budget | 82461593 |
| Annual organisational direct government funding (designated for research) | 54797064 |

| RESEARCH FUNDING (figures for most recent fiscal year) | € |
|--|----------|
| Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding) | 12230502 |
| Annual funding from private, non-government sources, designated for research | 296347 |

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The University of South Bohemia (USB) is a public higher education institution of a university type. It was established in 1991. USB has 8 Faculties: of Economics, Arts, Education, Science, Fisheries and Water Protection, Theology, Health and Social Sciences, Agriculture and Technology.

USB is an educational and research institution with a focus on natural and social sciences and humanities.

USB attended by nearly 9,000 students in over 200 Bachelor's, Master's and Doctoral programmes.

USB includes a large research infrastructure focused on aquaculture, biodiversity and water protection CENAKVA and a polar research station in Svalbard.

The USB cooperates with more than 450 universities around the world.

For more information see: https://www.jcu.cz/?set_language=en (https://www.jcu.cz/?set_language=en) (https://www.jcu.cz/?set_language=en)

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Note: Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

Strengths and Weaknesses (Initial Phase)

Ethical and professional aspects are provided for by documents at the University level. The Rector's Ordinance Determining Dealing with Harassment in the Workplace has been newly created, laying down procedures for cases of harassment and bullying. The individual constituent parts of the University follow these documents or have elaborated them into greater detail and adapted for their use. There is still considerable duplication as well as fragmentation in these documents. In most cases, English versions of the documents are not available.

On 4th November 2014, the Code of Conduct was created, amended on 9th March 2017.

An Ethics Committee has been also set up to address serious ethical issues.

Strengths:**Support in the current legislation of the Czech Republic:**

- Act No. 111/1998 Coll., On Higher Education Institutions - Section 4
- Act No. 130/2002 Coll., On Support of Research, Experimental Development and Innovation
- Act No. 262/2006 Coll., The Labour Code - Section 16 a 17
- Act No. 198/2009 Coll., The Act on Equal Treatment and Legal Means of Protection against Discrimination and the Amendments of Some Acts (Non-Discrimination Act)
- Act No. 435/2004 Coll., On Employment - Section 4
- Resolution No. 2/1993 Coll., of the presidium of the Czech National Council on the proclamation of the LIST OF FUNDAMENTAL RIGHTS AND FREEDOMS as part of the constitution of the Czech Republic
- Act No. 121/2000 Coll., On Copyright, on Rights Related to Copyright and on Amendments to Some Acts
- Act No. 527/1990 Coll., On Inventions, Industrial Designs and Improvement Proposals
- Act No. 89/2012 Coll., Civil Code - Section 2382

Support in current USB regulations

- Code of Conduct
- Rules of Procedure of the Ethics Committee

Intellectual property rights of authorship and co-authorship - the Technology Transfer Office supports transfer of research and development outcomes into practice in order to link the world of research to the commercial sphere. Rules for patents, know-how, enforcement and intellectual property protection for the University and its constituent parts have been set up. Within the Faculties, the technological scouts help with this area. They also actively participate in setting up spin-off and start-up companies.

Occupational health and safety - all measures and safe working practices are in accordance with the legal regulations concerning health and safety at work, fire protection, radiation protection, working conditions and correct handling of chemical substances, experimental animals, etc.

Weaknesses:

It is necessary to create **a new document** in line with the Charter and Code that would also link up with the work of the **Ethics Committee**.

Communication is very poor throughout the University of South Bohemia and its constituent parts. There is a lack of sharing and forwarding of information from managers to subordinates and vice versa.

- **Formal communication** * - there is no central storage of important University documents (intranet), with a distribution of documents for easier orientation (if any of the documents are amended, no information on such update is provided). Non-uniformity and fragmentation of web pages across the University.
- **Informal communication** * - Insufficient transmission of information from managers to subordinates and vice versa within the constituent parts as well as at the University level.

Evaluation * - the implementation of the Academic Staff Evaluation Support System is currently under way at the University. In the future, this evaluation should be linked to the evaluation of the annual appraisals conducted by managerial staff and to the identification of needs for possible further training. Overall, there is a lack of regular assessment of the performance of employees and subsequent provision for improvement of their performance - *for now not included in the Action Plan steps, but it will be solved in future*.

Strengths and Weaknesses (Interim Assessment)

Ethical and professional aspects are addressed at university level. Based on the objectives set out in the Action Plan (activity 1), an updated/new *Rector's Ordinance R432 of 19 May 2020 issuing USB Code of Conduct* was created, including these annexes:

- 1) *Principles of Research and Publication of Findings and Results of Research* (this document follows the Code of Conduct for Researchers of the ASCR, which came into force in 2017);
- 2) *Principles for Assessment, Evaluation, Reader and Expert Activities*

In addition, Rector's Ordinance R433 of 19 May issued the *Rules of Procedure of the USB Ethics Committee*. In connection with the above and the complexity of USB's approach to the thematic area ethical and professional aspects, the position of USB Ombudsman was established.

The position of USB Ombudsman was embedded in the USB legislation through their nomination to the USB Ethics Committee and providing definition of their authority and appropriate transparency of procedures towards USB students and employees. Establishing the Ombudsman's position resulted in a subsequent update of *Rector's Ordinance No.434_Harassment in the Workplace* of 19.May 2020 and publishing *Appendix no. 1 to the Rector's Ordinance Stipulating the USB Code of Conduct* (R253) (http://www.jcu.cz/about-the-university/documents-1/rectors-ordinances/rectors-ordinance-no-253_appendix-1.pdf/view) on *Establishing the Ethical Committee of the University of South Bohemia in České Budějovice*. USB has made significant progress in the principles of the Charter and the Code focused on ethical and professional aspects. Within the updated Action Plan, further development is expected, such as the newly set goal *Creation and implementation of a Gender Equality Plan – relevance of the topic, benefits, perspective of systematic integration of gender (including consideration of good international practice and the requirements of Horizon Europe)* and *Creation of a university strategy for social relevance of R&D – clarification of the meaning, concept, evaluation of the current situation, impact, monitoring the needs of the society*.

Strengths:

Support in the current legislation of the Czech Republic:

- Act No. 111/1998 Coll., On Higher Education Institutions - Section 4
- Act No. 130/2002 Coll., On Support of Research, Experimental Development and Innovation
- Act No. 262/2006 Coll., The Labour Code - Section 16 a 17
- Act No. 198/2009 Coll., The Act on Equal Treatment and Legal Means of Protection against
- Discrimination and the Amendments of Some Acts (Non-Discrimination Act)
- Act No. 435/2004 Coll., On Employment - Section 4
- Resolution No. 2/1993 Coll., of the presidium of the Czech National Council on the proclamation of
- the LIST OF FUNDAMENTAL RIGHTS AND FREEDOMS as part of the constitution of the Czech
- Republic
- Act No. 121/2000 Coll., On Copyright, on Rights Related to Copyright and on Amendments to Some
- Acts
- Act No. 527/1990 Coll., On Inventions, Industrial Designs and Improvement Proposals
- Act No. 89/2012 Coll., Civil Code - Section 2382

Support in current USB regulations:

See Rector's Ordinance on newly established position of USB Ombudsman listed above.

Intellectual property rights of authorship and co-authorship – the Technology Transfer Office supports transfer of research and development outcomes into practice in order to link the world of research to the commercial sphere. Rules for patents, know-how, enforcement and intellectual property protection for the University and its constituent parts have been set up. Within the Faculties, there are so called technological scouts who help individual constituent parts in this area. They actively participate in setting up spin-off and start-up companies.

Within the updates Action Plan for the period until 2024 a *Strategy for the Development of Cross-Sectoral Cooperation, intellectual property management and transfer of knowledge from research into practice* is to be created.

Occupational health and safety – all measures and safe working practices are in accordance with the legal regulations concerning health and safety at work, fire protection, working conditions and correct handling of chemical substances, experimental animals safe working practises, radiation protection at faculties, etc. The area of training will be rationalized and systematized within the USB so that it complies with the current legislation and is as efficient as possible in its coordination and procedure. This topic is the focus of the updated Action Plan goal *Manual and systematization of USB training plans* – definition and differentiation of available training levels, definition of responsibilities and systematization of the trainings on offer and training registration (electronization) – mandatory trainings (Health and Safety, Driver training, GDPR, cybersecurity, etc.).

Weaknesses:

An ongoing work on communication within the University of South Bohemia and individual components is necessary. A significant shift in this area could be brought by new *Career Regulations of the University of South Bohemia*, incl. partial Career Regulations of individual USB constituent parts (the goal *Career Regulations – creation of a central Regulation defining the development and career opportunities for current and newly hired employees at USB (USB Career Regulations, or creation and updates of Career Regulations of the individual USB constituent parts)* in the updated Action Plan.

Furthermore, USB plans to create a central data repository website – see the goal *Communication – formal – website – improvement of clarity, timely updates about the University of South Bohemia and individual faculties to provide easier orientation and greater clarity. Create a central repository of all important documents (Intranet), with signposting to documents including information about them* in the Action Plan.

• **Evaluation** – the Action Plan for the period until 08/2021 did not set the development of USB staff evaluation through Academic Staff Evaluation Support System (HAP) as a goal as this system was still under development at the time. Now there are two fully implemented evaluation systems: USB HAP (Evaluation of Academic Staff) and HOP (Evaluation of Other Staff). In connection with the

short-term and long-term tasks, these will be innovated as part of the goal connected to the creation of the USB Career Regulations. These Career Regulations will be linked to systematisation of individual job types at USB defined by clear parameters, including the ways of assigning and evaluating tasks with a connection to new *Payroll Regulations of the USB* which is being created.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strengths

Since the initiation phase, the University of South Bohemia has significantly developed its ethical infrastructure, which is revised on the basis of good/bad practices in the light of internal stimuli and external trends (opportunities, threats) and legislation.

The basic value documents with regard to ethical and professional aspects are the USB Statutes, the USB Strategic Plan and are elaborated in detail in the USB Code of Ethics (Rector's Ordinance R 432), including Annexe 1) Principles of Research Work and Publication of Research Findings and Results (this document follows the Code of Ethics for Researchers of the CAS, which took effect in 2017); and Annexe 2) Principles for Review, Evaluation, Opposition and Expertise Activities, or the Principles of Integrity of Science and Research at USB (<https://www.jcu.cz/images/veda-a-vyzkum/politiky-vav/principles-of-research-integrity-at-usb.pdf>).

The USB Ethics Committee was established to consider complaints regarding compliance with the USB Code of Ethics (Rector's Decision R 253). The Ombudsperson (Supplement 1 to Rector's Decision R 253), who deals with complaints concerning inappropriate behaviour in the workplace (supervisor/subordinate relationship, colleagues, behaviour showing signs of sexual harassment, bullying, mobbing, bossing, or other forms of abuse) in accordance with Rector's Ordinance R 434 (setting out the procedure in cases of harassment in the workplace), is a member of the USB Ethics Committee.

In addition to university-wide ethics committees, there are faculty ethics committees. These deal with the assessment of ethical aspects of research projects or studies involving human participants or identifiable biological material or data (Supplement 2 to Rector's Decision R 253).

Another human resource management tool that was developed and implemented in accordance with the Revised Action Plan is the USB Gender Equality Plan 2021–2024 (activity 17 of the Revised Action Plan), which will be evaluated and updated for the next 4-year period. It covers the principle of non-discrimination in this area. The Gender Equality Plan is designed to monitor and level the playing field and eliminate barriers with regard to age, remuneration, job classification, in addition to equal opportunities in the area of gender.

The output of the Revised Action Plan (20) The Development of the USB Research Strategy, which specifies our vision, aspirations and the nature of research in terms of scientific excellence, interdisciplinarity, societal relevance and international dimension, is also central.

The development and strategy of intersectoral cooperation, intellectual property management and knowledge transfer from the research environment to practice (activity of the Revised Action Plan 19) is handled at the university level by the Technology Transfer Office (TTO) under the leadership of the Vice-Rector for Research. Outside the overarching strategy, Rector's Ordinance R 493 on the handling of intellectual property and protection of confidential information was issued to promote the creative potential of USB, its staff and collaborators and the benefits of this activity for both USB staff and USB itself, as well as for society, including the commercial sector. The TTO also provides methodological, legal and contractual support through the internal regulations USB Rules for the Establishment of Legal Entities and for Contributions to Legal Entities and the Rules for the Establishment of Spin-off Companies at USB (Rector's Ordinance R 494). USB has established a Commercialisation Board (Rector's Ordinance R 483) as an expert advisory body to the Rector and the Vice-Rector for Research in relation to the commercialisation of science and research results. There are so-called technology scouts within some the faculties.

As part of the training systematisation activity, selected mandatory training courses were moved to the MS Moodle e-learning environment. These are mainly OSH

training, driver training, cyber security training, GDPR training, etc. The digitisation of these trainings has created a systematic tool for compliance with the USB Work Regulations (Rector's Ordinance R 531) and gives staff an overview of the fulfilment of their obligations, including incentives for further self-development also with regard to their job classification and description.

The fundamental document of the OTM-R evaluation system and governing the basic principles of staff career development are the USB Career Regulations (https://www.jcu.cz/images/UNIVERZITA/Dokumenty/opatreni-rektora/platna-opatreni/2021/r_479-karierni-rad-en.pdf) (Rector's Ordinance R 479, activity 12 of the Revised Action Plan). The output of the internal evaluation strategy at USB (output of the Revised Action Plan 18) in accordance with the Rules of the Quality Assurance System for Educational, Creative and Related Activities and the Internal Evaluation of the Quality of Educational, Creative and Related Activities of USB is the issuance of Rector's Ordinance R 533, which regulates the internal evaluation of the quality of study programmes and constituent parts. Academic and scientific staff are evaluated in IS HAP (Evaluation of Academic Staff System), non-academic staff according to Rector's Ordinance R 480. The Career Regulations are linked to the USB Wage Regulations (https://www.jcu.cz/images/UNIVERZITA/Dokumenty/vnitri-predpisy-JU/Mzdovy%20predpis%20EN%201_1_2024.pdf).

In addition to the above, ethical and professional aspects are addressed and complemented by, for example, the following additional ordinances:

R 337 Declaration of Socially Responsible Behaviour (https://www.jcu.cz/images/UNIVERZITA/Dokumenty/opatreni-rektora/platna-opatreni/2016/R_337_Spolecensky_odpovedne_chovani_JU_EN.pdf)

R 498 Rector's Ordinance for the provision and use of laboratory animals in accordance with Act No 246/1992, on the protection of animals against cruelty

Weaknesses

Although steps have been taken according to the emerging communication strategies (activity of the Revised Action Plan 11) and a new USB website has been created, we are aware of the need for further development in terms of making the content clearer, updating it, and adding relevant content to the English version of the website in terms of the central, faculty and other USB sites. Another task is to move relevant documents to the 'university wiki' environment, which now serves as a repository (methodologies, ordinances, forms). The content is currently being added gradually, and this is also why it is not yet widely known among staff and students. USB is trying to develop the information channels further and to transfer information also through informal communication, meetings, etc. On the other hand, however, there is also a need for a willingness to receive the shared information.

USB tries to provide methodological guidance, respond to situations that arise and, of course, to the needs of its staff and students. It is necessary to act in a coordinated and interdisciplinary way to avoid duplication of activities, ordinances, methodologies, and to manage human and financial resources efficiently, and to consider consistently the sustainability of activities, documents, regulations.

Since it was created in 2020, USB will be discussing and revising the Code of Ethics in the coming period – the result of external recommendations and an internal audit, sharing practices across universities in the Czech Republic – reflecting gender-sensitive language, defining the scope, revising the definition of the document's placement in the hierarchy of management documentation, reflecting new topics.

Given the emphasis on the topic of social security, a discussion and revision of the institutional concept of the ombudsperson, organizational assignment, expected job description, etc., is planned (part of the updated Gender Equality Plan).

USB has established the position of data steward to contribute to the methodically development and provide support in the field of research data management, which also includes the development of publication repository. Unfortunately, the position is subject to high turnover, so it is not possible to fully devote time to development activities.

Remarks (max 500 words)

The University of South Bohemia has created a strong strategic and methodological environment in terms of the ethical and professional aspects since the HR Award process began. However, these documents cannot be static; they need to be continuously revised and updated according to internal and external circumstances and influences while maintaining ethical and moral principles. Their implementation must be coordinated so that the impact is effective and does not become a mere unnecessary administrative

burden in the eyes of the staff. The main challenge in the coming period is therefore to continue to implement the set policies, methodologies and ordinances, evaluate them and revise them, if necessary, according to good/bad practices, including responding to megatrends, such as the impact and use of artificial intelligence, open science, etc.

Strengths and Weaknesses (Initial Phase)

Recruitment and selection of employees are currently governed by the *Rules for the Selection Process of Academic Staff at the USB in České Budějovice (Rules)*. Job advertisements are placed on the website of the University of South Bohemia and on the website of its constituent parts, on the Internet job portals and at the Job Office.

For projects under operational programmes, advertisements are occasionally placed on Euraxess. A committee is set up for each selection process separately to conduct the selection process. The HR staff member has only an administrative role. Information on admission is communicated to successful candidates by telephone or e-mail by an employee of the HR Department. An applicant best suited to the specific position is always selected.

Strengths:

Support in the current legislation of the Czech Republic:

- Act on Higher Education Institutions: Section 70-74, Section 77, Section 72 and Section 89-90

Support in current USB regulations:

Rules for the Selection Process of Academic Staff at the USB České Budějovice

Weaknesses:

OTM-R - there is no OTM-R strategy for the University of South Bohemia in either the Czech or English version. This strategy should be incorporated in the Rules as one document. There is necessity to include the classification of researchers according to R1-R4. This should also be appropriated to the recruitment of non-academic staff. Based on this document, training of competent persons will be implemented.

HR Department - its role at the University of South Bohemia is only administrative. Every constituent part has its own HR staff member. Large fragmentation of procedures and regulations of individual constituent parts. Centralized methodological guidance is currently being introduced.

System of positions - not available centrally at the University of South Bohemia. A system providing an overview of individual positions throughout the University will need to be created.

Templates for advertising employment opportunities - there is no uniform style throughout the University of South Bohemia.

Euraxess – at the moment a very limited use of this internet portal for advertising vacancies within the University of South Bohemia and for attracting foreigners.

Mobility – there is no document or procedure for recognizing the results achieved during mobility abroad.

Post-doctoral employees – there are no clear rules for the recruitment and appointment of post-doctoral researchers, including the maximum duration and objectives of such appointments. The fact that the position is only temporary is not clearly communicated and there is no procedure for further professional development with the possibility of a long-term career growth.

Strengths and Weaknesses (Interim Assessment)

Recruitment and selection of employees are currently governed by the *Rules for the Selection Process of Academic Staff at the USB in České Budějovice (Rules)*. For non-academic staff, *Recommended Recruitment Process for Non-Academic Staff at the University of South Bohemia in České Budějovice* has been now created. Job advertisements are placed on the website of the University of South Bohemia and on the websites of its constituent parts, however each faculty and the Rectorate have their own job advert template created following a uniform visual style. Apart from the websites, jobs are also advertised on the Internet job portals, the Job Office and Euraxess. Euraxess is commonly used for the recruitment of researchers.

For projects under operational programmes, advertisements are occasionally placed on Euraxess.

A committee is set up for each selection procedure separately. The role of the committee and the HR staff member is defined in the document *Recommended Recruitment Process for Non-Academic Staff at the University of South Bohemia in České Budějovice*. The selection committee chooses the most suitable applicant. Information on admission is communicated to successful applicants by telephone and in writing by an employee of the HR Department. For this purpose, a document called *Overview of Selection Procedure Outcome Responses* was created.

Instructions on Processing of Job Applicants' Personal Data have been created to ensure compliance with GDPR regulations.

Strengths:

Support in the current legislation of the Czech Republic:

- Act 111/1998 Coll. on Higher Education Institutions: Section 70-74, Section 77, Section 72 and Section 89-90
- Act 262/2006 Coll. Labour Code, section 30, section 316
- Act 435/2004 Coll. Law on Employment, section 4

Support in current USB regulations:

- *Rules for the Selection Process of Academic Staff at the USB České Budějovice*

HR department – the HR AWARD project brought a gradual strengthening of the central methodological guidance, which will continue to be supported within the updated Action Plan. A manual called *Overview of Selection Procedure Outcome Responses* has been newly created within the HR AWARD project, which serves to unify the feedback job applicants receive after a selection procedure and is available to all HR professionals at the University of South Bohemia.

OTM-R rules are gradually fulfilled within the HR AWARD project. A new document has been created addressing filing and handling complaints from applicants, as well as *Guidance on Processing of Personal Data of Job Applicants* (<https://www.jcu.cz/about-the-university/documents/guidance-on-processing-of-personal-data-of-job-applicants.pdf>) and *Recommended Recruitment Process for Non-Academic Staff at the University of South Bohemia in České Budějovice*, see the HR AWARD project website.

Systematization of jobs – a new job system has been created, described in the created *Catalogue of Non-Academic Staff Jobs* to assist managerial and HR staff with correct choice of job position and salary grade.

Job Advertisements Templates – these were created following a uniform job advertisements visual style in cooperation with the Marketing Department. Job advertisements are placed on the university's website or on individual faculty websites. Internet job portals, Job Office and Euraxess for recruitment of researchers are also used.

Euraxess – the use of this Internet portal is supported for advertising positions, especially for researchers within the University of South Bohemia, and the acquisition of well qualified international researchers. A guide for inserting an advertisement in EURAXESS was created as a support tool for HR staff; see the HR AWARD project website.

Mobility – a working group of representatives of the USB constituent parts has been created. This group defined the key issues in the field of mobility and the options available at the university. A comprehensive strategy was created which describes the current state and key steps for the near future (work will continue under the revised Action Plan); see the website of the HR AWARD project. Thanks to a proactive approach of this group and due to the COVID 19 pandemic, the university got involved in a project (solved at the national level within several higher education institutions) implementing new mobility trends into USB structures (virtual mobility, blended mobility etc.). The project is coordinated by representatives of the university management.

Post-doc – a comprehensive concept was created defining postdoc position and opportunities available within the university. This activity is followed by another goal defined in the updated USB Action Plan – Creation of USB Career Regulations.

Weaknesses:

HR Department – fragmentation of some procedures at individual constituent parts points to the need for a manual for the EGJE HR and payroll system, unification of procedures and data input. The COVID 19 pandemic helped to identify the complexity of existing HR processes and realisation of the need for their future digitization/electronization in order to improve strategic management in the field of human resources.

Strengths and Weaknesses (Award Renewal, max 500 words) ***Strengths**

USB has made significant progress in the area of recruitment and selection of staff, in particular through the implementation of the USB Academic Staff Selection Procedure and the Recommended Procedure for the Filling of Non-Academic Staff Positions, which reflect the principles of the OTM-R policy, and the full deployment of the methodological guides (e.g. the role of the evaluation committee, HR) and practical templates (outputs of the Action Plan of the previous phase). Career principles and the evaluation system are regulated by the USB Career Regulations (Rector's Ordinance R 479, activity of the Revised Action Plan 12), which is closely linked to the USB Wage Regulations in terms of performance evaluation.

The key is the quality of the selection process, from the submission of the advertisement to the formation of the evaluation committee and the completion of the selection process, according to the principles of OTM-R.

At the central level, structured templates in a uniform visual style, upgraded with elements of gender-sensitive communication, are available for advertisement by the human resources offices at the Rectorate and the faculties. Vacancies are advertised on the university's website, on the faculties' websites, through the Jobs.cz portal, and on the Job Centre's notice board. Euraxess (a centralised guide for inserting adverts) is used as a standard for advertising vacancies for researchers, or professional platforms according to faculty membership. The job system is processed into a job catalogue for non-academic staff for proper job determination and pay grade classification. Communication with applicants takes place mainly through email correspondence. At the same time, applicants are informed about the handling of personal data (Guidance on the processing of personal data of job applicants)

The selection committee is present at the actual selection procedure. The committee is constituted and trained in accordance with the recommendations for the recruitment procedure, including the previously developed recommendation on recognition of mobility experience and recognition of qualifications (AP 8).

Information on the selection of a candidate is communicated by telephone and in writing by the HR officer of the relevant Human Resources Office. To inform applicants, a document Overview of Selection Process Responses was created for HR officers. A job applicant may use the procedure under the Submission and Handling of Complaints from Employment Applicants against improper selection procedures.

In the framework of activity 14 for the digital transformation/digitisation of personnel processes, an electronic version of the organisational structure (Rector's Ordinance R 481) and working time determination (Rector's Ordinance R 497) was introduced and linked to the EGJE personnel and payroll system.

Postdoctoral positions are awarded by the USB Rector on the proposal of the USB Scientific Board. The USB Scientific Board determines the order of candidates for postdoctoral positions from proposals submitted by individual USB faculties in a secret ballot. Postdoctoral positions are awarded for a period of 24 months. A maximum of four postdoctoral positions are supported. These positions are offered in both the natural and agricultural sciences and the humanities and social sciences. The terms and conditions are set out in the Methodology for Competing for University Postdoctoral Positions (https://www.jcu.cz/images/veda-a-vyzkum/postdoktorske-pozice/metodika_vyberu_postdoku_2024_eng.docx) (annual updates) and the USB Postdoctoral Position Recommendation (AP 9).

In addition to the above, recruitment and selection procedures are addressed and complemented by, for example, the following additional ordinances:

Regulations for the Habilitation Procedure and the Appointment of Professors at the University of South Bohemia in České Budějovice
R 524 Rector's Ordinance issuing the rules for awarding honorary degrees, honorary titles, commemorative medals, and scientific and pedagogical awards

Weaknesses

Despite the significant shift towards centralised methodological management, the digital transformation of the recruitment and selection process needs to be further

significantly supported, and the competencies of HR officers and members of selection committees need to be strengthened. The strengthening of competencies (e.g. cognitive bias prevention) of HR officers and staff with decision-making authority is also linked to the activities of the USB Gender Equality Plan.

USB lacks a central database of employment applicants to record statistics and conduct deeper analysis and strategic planning.

Communication – website presentation of the university in the English language. USB has launched a new website as part of the Revised Action Plan 11 activity. It is necessary to provide the English version of the website with the same attention as the Czech version, to continue to add up-to-date information, and to expand and improve its content so that it provides up-to-date, easy-to-follow

information to foreign applicants for work positions, studies, and to potential partners.

Remarks (max 500 words)

The status of doctoral students is being addressed at the national level. USB is actively involved in a joint project of all universities which is looking at the impact of doctoral studies reform on current practices, identifying the need for changes to internal legislation and defining possible career paths and support for early career researchers. In this area, we are anticipating and preparing for the implementation of the forthcoming reform.

In spite of the positive trend in the increase of foreign staff, institutional support for mobilities, the development of the material facilities of the laboratories and the reputation of the CENAKVA Centre and the Svalbard Research Station, USB wants to further fulfil its potential and strengthen its competitiveness and position among researchers within the European Research Area, for example through its membership in the KreativEU alliance of universities, and beyond, in accordance with the USB internationalisation strategy and the USB Strategic Plan 2021–2030.

Strengths and Weaknesses (Initial Phase)

The setting of a fixed term employment and its extension is governed by the Labour Code of the Czech Republic. There is a big effort to gender balance within the University, yet there is a clear predominance of men in the key positions of the organizational structure.

The opportunity to enter individual positions is non-discriminatory.

The University seeks to create good work-life balance conditions for its employees.

Parents of young children are offered part-time employment. There is a preschool facility or a children's group. There is Junior Universities for older children as well as day and residential summer camps. Other employee benefits include cheaper mobile rates, subsidized membership in a city bicycle sharing project, subsidized meals, etc.

The Grant Agency of the University of South Bohemia has been set up in order to support research of not only students of Doctoral and Master's degree programmes but also of academic, scientific, research and development staff.

Strengths:**Support in the current legislation of the Czech Republic:**

- Labour Code: Section 39 and Section 65 (access to fixed-term employment is set under the Act - maximum length, possibility to repeat, justification of fixed-term employment and termination)
- Act No. 589/1992 Coll., On Social Security Contributions: Section 3, Section 5, Section 7
- Act No. 48/1997 Coll., Public Health Insurance Act: Section 3, Section 4, Section 6, Section 9
- Act No. 258/2000 Coll., On Protection of Public Health (Title II Part 7, 8)
- Government Regulation No. 101/2005 Coll. On More Detailed Requirements for Workplaces
- Act on Higher Education Institutions: Section 4
- Act on Support of Research, Experimental Development and Innovation
- Copyright Act
- Act on Inventions, Industrial Designs and Improvement Proposals
- Civil Code: Section 2382

Occupational health and safety - all measures and safe working practices are in accordance with the legal regulations concerning health and safety at work, fire protection, working conditions and correct handling of chemical substances, experimental animals, provision of radiation protection, etc.

Intellectual property rights of authorship and co-authorship - the Technology Transfer Office supports transfer of research and development outcomes into practice in order to link the world of research to the commercial sphere. Rules for patents, know-how, and intellectual property protection for the University and its constituent parts have been set up. Within the Faculties, there are the so-called technological scouts who help with this area. They also actively participate in setting up spin-off and start-up companies.

Education = teaching competencies - the University is working on a project (the Operational Programme OP VVV 2014-2020 the activity DA2 / 1 of teaching competencies) aimed at enhancing the teaching competencies of the academic staff and their competencies for working with diverse groups.

Involvement in decision-making bodies – researchers are represented in advisory and decision-making bodies, where they can defend and promote their not only personal but also collective interests. These include for example, the Academic Senate, Scientific Board, Internal Evaluation Board, etc.

Weaknesses:

Homeworking - current rules are inadequate. There is a lengthy and complicated process to set up homeworking. Homeworking is not provided for in the individual employee's contracts.

Flexible working hours - there are no unified rules at the University level.

Ombudsman - there is no specific independent person offering informal help in dealing with employment disputes, conflicts and complaints. There are no rules or responsibilities defined for the position of Ombudsman.

Formal and informal communication - see above *

Evaluation * - see above *

Strengths and Weaknesses (Interim Assessment)

The setting of a fixed term employment and its extension is governed by the Labour Code of the Czech Republic. There is a big effort for gender balance within the university, yet there is a clear predominance of men in the key positions of the organizational structure.

The opportunity to enter individual positions is non-discriminatory.

The university seeks to create good work-life balance conditions for its employees.

Parents of young children are offered part-time employment. There is a preschool facility or a children's group. There is Junior University for older children as well as day and residential summer camps.

Other employee benefits include cheaper mobile rates, subsidized membership in a city bicycle sharing project, subsidized meals, etc.

The Grant Agency of the University of South Bohemia has been set up in order to support research of not only students of Doctoral and Master's degree programmes but also of academic, scientific, research and development staff.

Strengths:

Support in the current legislation of the Czech Republic:

- Labour Code: Section 39 and Section 65 (access to fixed-term employment is set under the Act – maximum length, possibility to repeat, justification of fixed-term employment and termination)
- Act No. 589/1992 Coll., On Social Security Contributions: Section 3, Section 5, Section 7
- Act No. 48/1997 Coll., Public Health Insurance Act: Section 3, Section 4, Section 6, Section 9
- Act No. 258/2000 Coll., On Protection of Public Health (Title II Part 7, 8)
- Government Regulation No. 101/2005 Coll. On More Detailed Requirements for Workplaces
- Act on Higher Education Institutions: Section 4
- Act on Support of Research, Experimental Development and Innovation
- Copyright Act
- Act on Inventions, Industrial Designs and Improvement Proposals
- Civil Code: Section 2382

Support in current USB regulations

- *Rector's Ordinance No.421 on Performing Work for the University of South Bohemia in České Budějovice outside the Workplace – Homeworking* of 17 March 2020
- *Rector's Ordinance R 420 on Determining the Recording of Working Hours of Academic Staff at the University of South Bohemia in České Budějovice* of 31 January 2020
- *Rector's Ordinance No.434 Dealing with Harassment in the Workplace* of 19 May 2020

Occupational health and safety – all measures and safe working practices are in accordance with the legal regulations concerning health and safety at work, fire protection, working conditions and correct handling of chemical substances, experimental animals, provision of radiation protection, etc.

Intellectual property rights of authorship and co-authorship – the Technology Transfer Office supports transfer of research and development outcomes into practice in order to link the world of research to the commercial sphere. Rules for patents, know-how, and intellectual property protection for the university and its constituent parts have been set up. Within the Faculties, there are the so-called technological scouts who help with this area. They also actively participate in setting up spin-off and start-up companies.

Involvement in decision-making bodies – researchers are represented in advisory and decision-making bodies, where they can defend and promote not only their personal but also collective interests. These include for example, the Academic Senate, Scientific Board, Internal Evaluation Board, etc.

Homeworking – the issues of homeworking has been dealt with by updating the *Rector's Ordinance No.421 on Performing Work for the University of South Bohemia in České Budějovice outside the Workplace – Homeworking*. The application process for homeworking was simplified, among other things, by reducing the number of attachments to one.

Flexible working hours – the issues of Flexible working hours and changes in working hours has been dealt with in *Rector's Ordinance R 420 on Determining the Recording of Working Hours of Academic Staff at the University of South Bohemia in České Budějovice* of 31 January 2020.

Ombudsman – The position of USB Ombudsman was embedded in the USB legislation through their nomination to the USB Ethics Committee and providing definition of their authority and appropriate transparency of procedures towards USB students and employees. Moreover, establishing the Ombudsman's position resulted in a subsequent update of Rector's Ordinance No.434_*Harassment in the Workplace* of 19 May 2020 and the decision of the USB Rector to establish an Ethical Committee of the University of South Bohemia in České Budějovice.

Weaknesses:

Formal and informal communication - see above *

Evaluation * - see above *

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strengths

A safe, fair, transparent, and supportive environment is essential for the quality of the activities of all USB employees, students, and partners.

Labour relations at the national level are governed by the Labour Code of the Czech Republic. Wage conditions are regulated by the USB Wage Regulations (https://www.jcu.cz/images/UNIVERZITA/Dokumenty/vnitřni-předpisy-JU/Mzdovy%20predpis%20EN%201_1_2024.pdf), taking into account the principles of OTM-R. It is closely interlinked with a number of

other internal regulations (Career Regulations, Rector's Ordinance R 479, Revised Action Plan Activity 12, Collective Agreement), ordinances (Employee Evaluation System, Rector's Ordinance R 558 Job Catalogue, Rector's Ordinance R 541 on the lowest level of guaranteed salary (https://www.jcu.cz/images/UNIVERZITA/Dokumenty/opatreni-rektora/platna-opatreni/2023/r_541_k-nejnizsi-urovni-zarucene-mzdy-en.pdf), Rector's Ordinance R 531 Work Rules (https://www.jcu.cz/images/UNIVERZITA/Dokumenty/opatreni-rektora/platna-opatreni/2023/r_531_priloha-en.pdf), Rector's Ordinance R 530 on the performance of work by USB employees outside the workplace (https://www.jcu.cz/images/UNIVERZITA/Dokumenty/opatreni-rektora/platna-opatreni/2023/r_530_prace-na-dalku-en.pdf)), and strategic documents such as the USB Strategic Plan and in particular the USB Gender Equality Plan, which focuses on measures to promote balance in work and family life, equal opportunities (including reflection of life phase, job position, elimination of the gender pay gap), and overall broadly covers the topic of employee well-being development, including benefits and the development of the USB Career Centre and the USB Psychological Counselling Service.

USB has progressed significantly from the initial phase of digital transformation/digitization of processes. An electronic version of the organisational structure has been introduced (Rector's Ordinance R 481), which has enabled the EGJE HR portal to be fully operational. The determination of working time and its recording is governed by the Rector's Ordinance R 497. Guidance has been developed for HR officers on the standardisation of procedures and the entry of information into the portal, the procedure for the process from the recruitment to the termination phase and the procedure for entering an employee with a multi-unit employment relationship (needed to develop inter-sectoral cooperation).

As part of the training systematisation activity, selected mandatory training courses were moved to the MS Moodle e-learning environment. These are mainly OSH training, driver training, cyber security training, GDPR training, etc. The digitisation of these trainings has created a systematic tool for compliance with the USB Work Regulations (Rector's Ordinance R 531) and gives staff an overview of the fulfilment of their obligations, including incentives for further self-development also with regard to their job classification and description. However, a single manual has not yet been developed (Revised Action Plan activity 16). Ordinances relating to occupational health and safety and fire protection are continuously updated and implementation is coordinated by the officer in charge of this remit.

Strategies in the area of societal relevance of R&D and activities carried out in the area of Intellectual Property Rights of authors and co-authors (TTO USB activities) are described in the section Ethical and professional aspects.

USB has established the USB Grant Agency to support high-quality research by students in doctoral and master's programmes and teams of academic staff.

In line with the internationalisation strategy, USB encourages its staff, both academics and researchers as well as administrative staff, to expand their competencies through mobilities, foreign internships, language courses, etc.

As already mentioned in the section on ethical and professional aspects, USB has established the position of ombudsperson. In accordance with supranational and national legislation, USB is governed by the Rector's Ordinance R 529 on the internal whistleblowing system (<https://www.jcu.cz/images/UNIVERZITA/Dokumenty/opatreni-rektora/platna-opatreni/2024/english-opatreni-rektora-o->

vnitrnim-oznamovacim-systemu.pdf), which regulates the submission and assessment procedure for notifications of possible misconduct.

In addition to the above, recruitment, and selection procedures are addressed and complemented by, for example, the following additional measures:

- Collective agreement (expected revision 3Q/2024)

Weaknesses

Communication – see above, the need to make content clearer, update it, and define options for developing a shared document repository with regard to staff and financial capacity.

Despite the significant progress in the digital transformation in the field of human resources, activities need to be further developed in a coordinated way in other related areas, for example, the innovation of the USB Grant Agency platform is being discussed.

According to the gender audit and monitoring of statistical data, it is necessary to continue to undertake activities leading to a balanced representation of men and women in decision-making positions, bodies, equal remuneration, or, for example, a review of measures and processes of onboarding, talent management, and exit policy in the framework of human resources care (activities of the USB Gender Equality Plan).

Remarks (max 500 words)

USB is actively involved in national joint and independent projects focusing on the development of HR policies in the specific university environment, sharing good/bad practices and experience with set processes and measures. The work environment and social security is a dynamic area influenced by legislation, trends, and the changing needs of society, specific groups and individuals.

The status of students in doctoral studies is being addressed at the national level. USB is actively involved in a joint project of all universities which is looking at the impact of the reform of doctoral studies on current practices, identifying the need for changes to internal legislation and defining possible career paths and support for early career researchers. In this area, we are anticipating and preparing for the implementation of the forthcoming reform.

Strengths and Weaknesses (Initial Phase)

The area of education and training of employees is currently managed independently by each constituent part. In most cases, regular contacts with a supervisor are set by the hierarchy and responsibility of the relevant managerial staff members, the methodology of the type of positions of the executed projects and research programmes. There is no official, comprehensive set of documents within the University that would address these definite practices.

Every novice researcher is in regular contact with a supervisor who should evaluate their activities. Relationship with a mentor is defined by the organizational rules only at some Faculties. In addition, each post-doctoral researcher should have their own designated mentor to report to. Post-doctoral positions are viewed as research positions.

Strengths:

Support in the current legislation of the Czech Republic:

- Act on Higher Education Institutions

Support in current USB regulations:

- Study and Examination Regulations of the USBM
- Conditions of Employment at the USB

International Research Stations for International Cooperation in Research

- Svalbard, Papua New Guinea

CENAKVA - South Bohemian Research Centre for Aquaculture and Biodiversity of Hydrocenoses

Weaknesses:

Preparation for career advancement into managerial positions - there is no competence training when staff members advance to leadership positions (e.g. managerial, financial, communication, personnel, etc.) No training is set for new employees. This training should be linked to evaluation and to training plans for a given year.

Advisor / mentor for personal and professional development of staff -there are no professional and personal development advisors, no clear definition of who is a mentor is provided, and a list of counsellors / mentors for new employees for their first year of employment is missing. No definition of the mentor activities and their remuneration is in place.

Adaptation process - not exactly defined for individual positions. There is no definition of what the new employee should manage within initial 3 months or during the 1st year. There is no definition of appraisals carried out by the superior. There is no set training that the employee should / could complete at their position.

Career regulations - due to the Czech legislation in force, such document is missing at the University level, available only separately at individual constituent parts.

Formal and informal communication - see above *

Strengths and Weaknesses (Interim Assessment)

The area of staff training and development has improved in the implementation period of the HR AWARD. The *USB Staff Training and Development Strategy – Concept* which analyses the current situation and focuses on the areas of staff development and the planned course of staff training, including mentoring and the adaptation process was created (see the HR AWARD website).

As a modern and progressive university, USB supports the use of mentoring in the adaptation process. In practice, this means that apart from prepared manuals providing a comprehensive information on the given position, it is recommended that especially new employees are assigned a mentor who accompanies them through the adaptation process. The mentor would usually be the superior of the new employee, or another person delegated by them.

Every early-stage researcher is in regular contact with their supervisor who also evaluates their work. A mentor is assigned to each postdoctoral student at the beginning of their employment at USB. Post-doctoral positions are defined in the newly created recommendation document *Postdoctoral positions at the University of South Bohemia in České Budějovice* (see HR AWARD website).

Strengths:

Support in the current legislation of the Czech Republic:

- *Act on Higher Education Institutions*

Support in current USB regulations:

- *Study and Examination Regulations of the USB*

- *Conditions of Employment at the USB*

International Research Stations for International Cooperation in Research – Svalbard, Papua New Guinea

CENAKVA – South Bohemian Research Centre for Aquaculture and Biodiversity of Hydrocenoses

Preparation within career development / career = manager/superior employee – dealt with in *USB Staff Training and Development Strategy – Concept*

Weaknesess

Career regulations – due to the Czech legislation in force, such document is missing at the university level, available only separately at individual constituent parts.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strengths

The area of staff education and training was developed during the HRA implementation period. The Concept of the USB Employee Development and Training Strategy (https://www.jcu.cz/images/veda-a-vyzkum/hr-award/00_strategie-rozvoje-a-vzdelavani-zamestnancu-ju_fin.pdf) was developed (see HRA website), which focused on staff development and the planned course of staff training, including mentoring and the adaptation process.

USB remains committed, for example through project calls, to the continuous development of the competencies of its academic and other staff, including those of people in senior positions. The essential linking documents that have implications for the training and development of USB staff are the Career Regulations (Rector's Ordinance R 479, activity of the Revised Action Plan 12) linked to the staff appraisal system, the Work Regulations (Rector's Ordinance R 531).

Training is offered/provided to employees in several ways. USB offers lifelong learning courses ranging from accredited, non-accredited, professional, and interest-based courses. Lifelong learning at USB is undertaken by all eight faculties, the USB British Centre, the USB Goethe Centre, the USB Academic Library, the USB Rectorate, and the role of the USB Career Centre, in particular, is being strengthened. The university is also a member of various professional platforms, covering diverse areas of personal and professional development. Training sessions are conducted in person, in a hybrid format or purely through e-learning (LMS Moodle). The offer of courses, training, and newly also conferences is gradually being transferred to the USB e-shop.

On the other hand, USB offers stays and internships at the CENAKVA centre, the polar research station in Svalbard and, in cooperation with the Biology Centre of the Academy of Sciences, also at the tropical station in Papua New Guinea as part of international research cooperation.

As already mentioned in the previous aspects, USB supports and motivates its employees to undertake international mobility; some positions include compulsory internships/practical training abroad.

Training and development are now also included in the USB Gender Equality Plan. There, the focus is on soft skills (e.g. prevention of burnout syndrome), on the area of leadership, as well as on specific training on, for example, the gender dimension of research.

USB has created the Standard of the Doctoral Student (<https://www.jcu.cz/images/veda-a-vyzkum/politiky-vav/standard-of-doctoral-student-at-usb.pdf>) and the Standard of the Supervisor (<https://www.jcu.cz/images/veda-a-vyzkum/politiky-vav/standard-of-supervisor-at-usb.pdf>). USB has been preparing and working on the introduction of the School of Doctoral Studies for a long time. This will be dedicated to systematically supporting early career researchers, from training, mentoring, project management, interdisciplinarity of research, intellectual property protection issues, and conference organisation, in line with the principles of the USB Research Strategy (Revised Action Plan Activity 19, 20, and 21).

Weaknesses

The training and development aspect is a dynamic, essentially never-ending process. There will always be new themes, requirements, areas in which staff will need to be provided with the necessary professional, methodological, legal support, including sufficient resources. With regard to new trends and the development of society, we see the need to strengthen competencies in the field of prevention of gender stereotypes, legislation, language skills, use of IT tools and related cybersecurity, access to open access, open data, omics data, etc.

Beyond the actual content of the training, it is necessary to communicate the offer sufficiently, i.e. develop a platform with the training offer, continue to make it transparent and update it, use it for analysis and collection of statistical data, respond flexibly to the demand for training, have sufficient sources of funding and human resources capacity, and motivate employees to their own development and personal responsibility.

Remarks (max 500 words)

USB remains committed to, and in particular through project calls, ensuring the continuous development of the competencies of its academic and other staff, including the development of lifelong learning, a career centre.

Have any of the priorities for the short- and medium term changed? (max 500 words)

A cross-cutting theme that is already permeating the institutional culture and processes from teaching to research, internationalisation, operations, and the third role of USB is social responsibility and sustainability. A Sustainability Strategy is currently being developed at USB.

Beyond the aspect of emphasis on future sustainability, the priorities remain essentially the same. The implementation of the strategies developed, the adherence to the set processes and their evaluation are now particularly important.

The fundamental document of visions, ambitions, and objectives in all activities is the USB Strategic Plan for 2021–2030 (<https://www.jcu.cz/images/UNIVERZITA/Dokumenty/Dlouhodoby-Strategicky-zamer-JU/2021-2030/usb-strategic-plan-2021-2030.pdf>), in which USB commits itself to taking care of the HR Award and implementing measures according to action plans. Similarly, these activities are included in the annual implementation plans of the USB Strategic Plan. The further development of HR policy, the development of conditions for the care for academic and non-academic staff and their personal and professional growth is a pillar of the institutional culture. In particular, the setting of equal opportunities policy, the development of well-being and wage policy were the main topics. Of course, USB also actively seeks and secures funding for the implementation of HRS4R through national and internal project calls.

A major theme is the social relevance of research, one of the fundamental pillars of the evaluation of HEI. The aim was to develop a strategic plan for the societal relevance of research at USB from the support for initial ideas, motivation for their creation, funding parameters, to monitoring the impact of the projects undertaken and the interdisciplinarity of research and interdisciplinary overlap.

More advanced centralisation of remits, financial stability, further development of the efficient use of financial instruments and the USB budget are also essential. One of the main cross-cutting challenges across all priority objectives is to advance the digital transformation and digitization of remits and to exploit their full potential in practice to reduce the administrative burden on all staff. Linked to advanced digitization is the development of internal communication using modern groupware tools, which should lead to increased accessibility of this communication and more effective information sharing at the faculty and university levels. In relation to the acquisition of key management information, emphasis is placed on the unification of primary data entry methodologies and the development of management reporting and the strengthening of cybersecurity.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

In the years from 2021 to 2023, USB faced a period of crises. It should be noted that with every crisis comes opportunities, creativity, and agility in dealing with them.

The Covid-19 pandemic has brought about the development of digitalization of remits, a shift in the personnel area in terms of flexibility of working hours, options for remote work, renewal of IT equipment.

Since 2021, USB has been responding to the energy crisis and inflation. The greatest increase and general uncertainty regarding energy security and ensuring the normal operation of USB occurred between 2021 and 2022. In 2022, USB dealt with this situation with the use of its own resources and reserves, as maintaining the quality and safety of operations was a clear priority.

Between 2022 and 2023, such a significant increase was no longer recorded. However, this situation cost USB a great deal of effort. Measures were actively taken to support the reduction of the energy intensity of USB operations, and negotiations were actively conducted with energy suppliers regarding the prices of their supplies. However, the item of energy prices seems to have a significant impact on the USB budget compared to previous years. As well as inflation and its impact on the prices of services, materials, and staff salaries, which the USB budget has to handle.

Security was also a strong focus.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

USB, like other universities in the Czech Republic, expects a change in the Higher Education Act, which will have an impact on doctoral studies in particular. USB is communicating concerning the upcoming changes with the Ministry of Education, Youth and Sports of the Czech Republic through the Czech Rectors' Conference, as well as with other universities, sharing its experience in preparing for this reform and analysing its possible impact on internal legislation and processes. An amendment to the Act on Support for Research and Development from Public Funds is also expected, to which USB will have to respond. The date is not yet known. These may have an impact on the School of Doctoral Studies that is newly being established.

The year 2025 will be the year of external evaluations for USB. In addition to the evaluation of the progress in the implementation of HRS4R, there will be a meeting of the USB International Board, meetings of the international boards of some faculties, an external evaluation of the implementation of the USB Strategic Plan, evaluation of the National Accreditation Bureau and, in particular, a complete national evaluation of research organisations in the HEI segment according to the HE2025+ Methodology, including a meeting of the International Evaluation Panel. All faculties also have their own international boards.

Recommended measures, topics for discussion arising from these legislative amendments, review panels may have a positive impact on the Action Plan and its activities.

On the other hand, the uncertain financing of higher education in the Czech Republic may have a negative impact.

3. Actions

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also add new objectives.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their ratings.

Proposed ACTIONS

| Action 1 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|--|--|--|------------------|--|
| 1 A document taking into account the principles of the Charter and the Code – The current version of the Code of Conduct is of 4th November 2014, with a supplement of 9th March 2017. It is necessary to create a new, revised document in line with C & C that would also link up with the work of the Ethics Committee. | (+/-) 1. Research freedom | 1Q/2019 - 4Q/2020 | Ethics Committee | 1) Document 2) Information Ad 1) Document a) Revision of the current methodological environment, proposing alterations 1Q/2019 - 4Q/2019 b) Creating the Code of Conduct concept, Code of Conduct implementation 1Q/2020 – 4Q 2020 Ad 2) Informing the academic community about creating the Code of Conduct (e-mail, Web) 4Q 2020 |
| | (+/-) 2. Ethical principles | | | |
| | (+/-) 3. Professional responsibility | | | |
| | (+/-) 4. Professional attitude | | | |
| | (+/-) 6. Accountability | | | |
| | (+/-) 10. Non discrimination | | | |
| | (-/+) 24. Working conditions | | | |
| | (+/-) 25. Stability and permanence of employment | | | |
| | (-/+) 27. Gender balance | | | |

Proposed ACTIONS

| | | Current Status | Remarks |
|--|--|----------------|--|
| | | COMPLETED | Created documents Rector's Ordinance No.432_Stipulating the USB Code of Conduct, Rector's Ordinance No.432_Annexe 1, Rector's Ordinance No.432_Annexe 2 are published in the table of current outcomes at: https://www.jcu.cz/about-the-university/development/hr-award-hrs4r |

Proposed ACTIONS

| Action 2 | | | | |
|--|-------------------------------|--|------------------|--|
| | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
| 2 "Ombudsman"- To determine a specific, impartial, independent person to deal with various issues such as bullying or fear. Link to existing Ethics Committee. To align this with the whole functioning and the defined competencies of the Ethics Committee. To create a document / guide in both Czech and English versions. | (+/-) 1. Research freedom | 1Q/2019-4Q/2020 | Ethics Committee | 1) Document 2) Position 3) Information Ad 1) Document a) Revision of the current methodological environment, proposing its alterations in relation to the new Code of Conduct and to the establishment of the Ombudsman position 1Q/2019 – 4Q/2019 b) Creating the Code of Conduct concept, Code of Conduct implementation including the Ombudsman position c) Concurrently with point b) a methodological directive will be |
| | (-/+) 34. Complains/ appeals | | | |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------|--|---------------------|--|
| | | | created. This directive will define competencies and the role of Ombudsman 1Q/2020 – 4Q/2020 Ad 2) Position Establishing Ombudsman position 4Q/2020 Ad 3) Information Informing the academic community about creating the directive and about the Ombudsman position (by email, Web) 4Q/2020 |

Proposed ACTIONS

| Current Status | Remarks |
|----------------|---|
| COMPLETED | Created documents Rector's Ordinance No.433_The Rules and Procedure of the USB Ethics Committee, Ombudsman of the University of South Bohemia in České Budějovice, Call for Investigation to the USB Ombudsman, Rector's Ordinance No.434 Dealing with Harassment in the Workplace, Appendix no. 1 to the Rector's Ordinance Stipulating the USB Code of Conduct (R253) are published in the table of current outcomes at: https://www.jcu.cz/about-the-university/development/hr-award-hrs4r |

Proposed ACTIONS

| Action 3 | | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|---|--|--|-------------------------------|--|
| 3 Communication - formal -Website - To improve the clarity and provide up-to-date information of University of South Bohemia and its Faculties for better orientation. Create a central repository of all major documents (intranet) as well as information on document updates. Create a communication strategy. | GAP Principle(s) | | | |
| | (+/-) 8. Dissemination, exploitation of results | 1Q/2019-4Q/2023 | Rector + marketing department | 1) Document 2) Information 3) Action/Web Ad 1) Document Outcome: Communication Strategy a) Creating a Communication Strategy concept which will include the area of formal communication (websites, central data storage) and informal communication (supporting the awareness across the USB) 1Q/2019 - 1Q/2020 b) Discussing the Communication strategy concept across the USB, concept approval/ alterations processing (if they occur) 2Q/2020 - |
| | (+/-) 9. Public engagement | | | |
| | (+/-) 25. Stability and permanence of employment | | | |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------|--|---------------------|--|
| | | | <p>3Q/2020 c) Communication strategy implementation – design and realization of the website, data storage, starting the informal communication</p> <p>4Q/2020 – 4Q/2023 Ad 2) Information Outcome: Forwarding the information a) Informing responsible persons from faculties about the need of realization the activities defined in Communication strategy (by email)</p> <p>2Q/2020 – 4Q/2023 b) Informing all employees about the creating unified website, data storage and the</p> |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------|--|---------------------|--|
| | | | <p>possibilities of informal communication (including appropriate instructions) (email) 4Q/2023 Ad 3)</p> <p>Action/web Outcome: new websites, data storage, recommendation to USB faculties and realization of the informal communication a)</p> <p>Creating a website, data storage, realization of defined forms of informal communication</p> <p>4Q/2020 – 4Q/2023</p> |

Proposed ACTIONS

| Current Status | Remarks |
|----------------|---|
| COMPLETED | <p>Internal Communication Strategy a Annexe 1_ List of major information systems used at USB can be found in the table of current outcomes at: https://www.jcu.cz/about-the-university/development/hr-award-hrs4r Ad 3) moved – newly under Activity 11 – Website – improvement of clarity, timely updates about the University of South Bohemia and individual faculties to provide easier orientation and greater clarity. Create a central repository of all important documents (Intranet) with signposting to documents including information about them.</p> |

Proposed ACTIONS

| Action 4 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|--|---|--|------------------|--|
| | | | | |
| 4 Communication - informal To introduce informal meetings with the Rector, management and other senior staff members; to remove the communication barriers between the constituent parts of the University of South Bohemia. Improve the flow of information across the University. Create a communication strategy. | (-/+) 36. Relation with supervisors | 1Q/2019-4Q/2023 | Rector | 1) Document 2) Information 3) Action/Informal meetings Ad 1) Document Outcome: Communication strategy a) Drafting a concept of the Communication Strategy including the formal communication (website, central data storage) and informal communication (supporting the awareness across the USB) 1Q/2019 – 1Q/2020 b) Discussing the Communication Strategy concept across the USB, concept approval 2Q/2020 – 3Q/2020 c) Communication |
| | (-/+) 37. Supervision and managerial duties | | | |
| | (-/+) 38. Continuing Professional Development | | | |
| | (-/+) 39. Access to research training and continuous development | | | |
| | (-/+) 40. Supervision | | | |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------|--|---------------------|--|
| | | | <p>Strategy implementation – realization of the website, data storage, starting the informal communication</p> <p>4Q/2020 – 4Q/2023</p> <p>Ad 2) Information Outcome:</p> <p>Forwarding the information a)</p> <p>Informing responsible persons from the faculties about the need of realization of activities defined in the Communication Strategy (email) 2Q 2020/4Q 2023 b)</p> <p>Informing all employees about the creation of the unified website, data storage and the possibilities of informal communication</p> |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------|--|---------------------|---|
| | | | (including appropriate instructions), (email) 4Q/2023 Ad 3) Action/web Outcome: new websites, data storage, recommendations to USB faculties and informal communication realization a) Creating a website, data storage, realization of defined forms of informal communication 4Q/2020 – 4Q/2023 |
| Current Status | Remarks | | |
| COMPLETED | Internal Communication Strategy and Annexe 1_ List of major information systems used at USB can be found in the table of current outcomes at https://www.jcu.cz/about-the-university/development/hr-award-hrs4r | | |

Proposed ACTIONS

| Action 5 | Timing (at least by year's quarter/semester) | | | |
|---|---|------------------------|--|--|
| | GAP Principle(s) | Responsible Unit | Indicator(s) / Target(s) | |
| 5 OTM – R strategy -Incorporate its rules into the current Rules for the Selection Process of Academic Staff at the USB and create rules for selection of non-academic staff. Create a document / guide in both Czech and English versions and place it at the University website | (-/+) 12. Recruitment | Rector + HR Department | 1) Documents 2) Information 3) Action/Training Ad | |
| | (-/+) 13. Recruitment (Code) | | 1) Document Outcome: 1x internal regulation defining the procedure for choosing non-academic staff of the USB, 1x creating a guide a) Revision of the current methodical environment, proposing alterations 1Q/2019 – 1Q/2020 b) Creating a concept of rules, rules for the selection procedure of non-academic staff, discussing these outcomes with faculties of the USB, concept approval 2Q/2020 – 4Q/2020 | |
| | (-/+) 14. Selection (Code) | | | |
| | (-/+) 15. Transparency (Code) | | | |
| | (+/-) 16. Judging merit (Code) | | | |
| | (+/-) 17. Variations in the chronological order of CVs (Code) | | | |
| | (+/-) 18. Recognition of mobility experience (Code) | | | |
| | (+/-) 19. Recognition of qualifications (Code) | | | |
| | (+/-) 20. Seniority (Code) | | | |
| | (+/-) 21. Postdoctoral appointments (Code) | | | |
| | (-/+) 27. Gender balance | | | |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|-----------------------------|--|---------------------|---|
| (-/+) 29. Value of mobility | | | <p>c) Rules for the selection procedure of non-academic staff implementation (creating measures, possible updates of these measures, recommendations) 1Q/2021 – 4Q/2022</p> <p>d) Creating informational document and additional instructions in different language mutations 1Q/2023 – 4Q/2023 Ad 2)</p> <p>Information Outcome: Forwarding the information a) Informing responsible persons from faculties about the need for the activity realization (email) 4Q/2023 Ad 3)</p> <p>Action/training</p> |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------|---|---------------------|---|
| | | | Outcome: efficacy of 1 internal regulation which will regulate the process of non-academic staff selection at the USB, 1 informational document, min. 1 training regarding the new methodical environment a) Efficacy of activities' outcomes including the training of responsible persons (new methodical environment, informational document) 4Q 2023 |
| Current Status | Remarks | | |
| COMPLETED | Created documents are published in the table of current outcomes at: https://www.jcu.cz/about-the-university/development/hr-award-hrs4r | | |

Proposed ACTIONS

| Action 6 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|--|---|--|------------------|---|
| 5.1 Training in OTM – R – Training of the HR Department staff and members of the selection / evaluation committees These points are based on Template 3 OTM-R checklist - includes point 3 | (-/+) 12. Recruitment | | | |
| | (-/+) 13. Recruitment (Code) | | | |
| | (-/+) 14. Selection (Code) | | | 1) Action/Training Ad 1) |
| | (-/+) 15. Transparency (Code) | | | Action/Training Outcome: Realized training a) Training for personal departments of relevant faculties, which will take place when personnel changes occur or when documentation or legislation is changed. First training 4Q/2023 |
| | (+/-) 16. Judging merit (Code) | | | |
| | (+/-) 17. Variations in the chronological order of CVs (Code) | 1Q/2019-4Q/2023 | HR Department | |
| | (+/-) 18. Recognition of mobility experience (Code) | | | |
| | (+/-) 19. Recognition of qualifications (Code) | | | |
| | (+/-) 20. Seniority (Code) | | | |
| | (+/-) 21. Postdoctoral appointments (Code) | | | |

Proposed ACTIONS

| | | Current Status | Remarks |
|--|--|----------------|--|
| | | COMPLETED | Training was organized 17th June 2021. |

Proposed ACTIONS

| Action 7 | | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|--|---|--|---------------------|---|
| 5.2 Advertising - unified style templates for the entire University of South Bohemia - minimum administration acknowledgment of receipt - The use of Euraxess for the recruitment of new staff. These points are based on Template 3 OTM-R Checklist - includes points 11,12, 13, 14, 15 | GAP Principle(s) | | | |
| | (-/+) 12. Recruitment | 1Q/2019-4Q/2023 | HR Department | 1) Document 2) Information Ad 1) Document Outcome: Set of templates usable for job advertising across the USB, a manual of recommended procedures, steps during the realization of selection process a) Revision of the current methodical environment, analysis of the current procedure of communication with candidates and newly recruited employees, proposal of the alterations 1Q/2019 – 4Q/2019 Ad 2) Information a) Informing responsible persons |
| | (-/+) 13. Recruitment (Code) | | | |
| | (-/+) 14. Selection (Code) | | | |
| | (-/+) 15. Transparency (Code) | | | |
| | (+/-) 16. Judging merit (Code) | | | |
| | (+/-) 17. Variations in the chronological order of CVs (Code) | | | |
| | (+/-) 18. Recognition of mobility experience (Code) | | | |
| | (+/-) 19. Recognition of qualifications (Code) | | | |
| | (+/-) 20. Seniority (Code) | | | |
| | (+/-) 21. Postdoctoral appointments (Code) | | | |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------|--|---------------------|--|
| | | | from the faculties of the USB about creating the manual of recommended procedures, steps during the realization of selection process (email) 1Q2020 – 4Q/2020 |
| Current Status | Remarks | | |
| COMPLETED | A uniform style of a job advertising template was created for all constituent parts. Detailed instructions called How to publish an advertisement on Euraxess have been prepared. Instructions are published in the table of current outcomes at: https://www.jcu.cz/about-the-university/development/hr-award-hrs4r Job advertising templates can be found in the attachment to the Internal Review. Templates are available to HR staff at University of South Bohemia and used by them for advertising at link: https://www.jcu.cz/o-univerzite/volna-mista | | |

Proposed ACTIONS

| Action 8 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|--|---|--|------------------|--|
| 5.3 Evaluation and selection of candidates - composition of committees - interviews (e-tools) - evaluation based on recruiting criteria within the university These points are based on Template 3 OTM-R checklist – includes points 4, 16, 17, 18, 19 | (-/+) 12. Recruitment | | | |
| | (-/+) 13. Recruitment (Code) | | | |
| | (-/+) 14. Selection (Code) | | | |
| | (-/+) 15. Transparency (Code) | | | |
| | (+/-) 16. Judging merit (Code) | | | |
| | (+/-) 17. Variations in the chronological order of CVs (Code) | 1Q/2019-4Q/2023 | HR Department | 1) Document 2) Information Outcome: see activity no. 5 |
| | (+/-) 18. Recognition of mobility experience (Code) | | | |
| | (+/-) 19. Recognition of qualifications (Code) | | | |
| | (+/-) 20. Seniority (Code) | | | |
| | (+/-) 21. Postdoctoral appointments (Code) | | | |

Proposed ACTIONS

| Current Status | Remarks |
|----------------|--|
| COMPLETED | Recommended Recruitment Process for Non-Academic Staff at the University of South Bohemia in České Budějovice is published in the table of current outcomes at https://www.jcu.cz/about-the-university/development/hr-award-hrs4r |

Proposed ACTIONS

| Action 9 | | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|--|---|--|---------------------|---|
| 5.4 Appointment - feedback after the selection process (strengths and weaknesses of the candidate) These points are based on Template 3 OTM-R checklist – includes points 20, 21 | GAP Principle(s) | | | |
| | (-/+) 12. Recruitment | | | |
| | (-/+) 13. Recruitment (Code) | | | |
| | (-/+) 14. Selection (Code) | | | |
| | (-/+) 15. Transparency (Code) | | | |
| | (+/-) 16. Judging merit (Code) | | | |
| | (+/-) 17. Variations in the chronological order of CVs (Code) | 1Q/2019-4Q/2023 | HR Department | 1) Document 2) Information Outcome: see activity no. 5 |
| | (+/-) 18. Recognition of mobility experience (Code) | | | |
| | (+/-) 19. Recognition of qualifications (Code) | | | |
| | (+/-) 20. Seniority (Code) | | | |
| | (+/-) 21. Postdoctoral appointments (Code) | | | |

Proposed ACTIONS

| Current Status | Remarks |
|----------------|---|
| COMPLETED | The document Overview of Selection Procedure Outcome Responses is intended only for the use of the HR staff at University of South Bohemia. This is also stated at: https://www.jcu.cz/about-the-university/development/hr-award-hrs4r The document can be found in the attachment to the Internal Review. |

Proposed ACTIONS

| Action 10 | | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|--|---|--|---------------------|--|
| 5.5 Complaints - complaint procedure - statistics on complaints These points are based on Template 3 OTM-R checklist – includes point 22 | GAP Principle(s) | | | |
| | (-/+) 12. Recruitment | | | |
| | (-/+) 13. Recruitment (Code) | | | |
| | (-/+) 14. Selection (Code) | | | |
| | (-/+) 15. Transparency (Code) | | | |
| | (+/-) 16. Judging merit (Code) | | | |
| | (+/-) 17. Variations in the chronological order of CVs (Code) | 1Q/2019-4Q/2023 | HR Department | 1) Document 2) Information Outcome: see activity no. 5 |
| | (+/-) 18. Recognition of mobility experience (Code) | | | |
| | (+/-) 19. Recognition of qualifications (Code) | | | |
| | (+/-) 20. Seniority (Code) | | | |
| | (+/-) 21. Postdoctoral appointments (Code) | | | |

Proposed ACTIONS

| Current Status | Remarks |
|----------------|---|
| COMPLETED | Documents Filling and Handling Job Applicants Complaints and Guidance on Processing of Personal Data of Job Applicants created with this Activity are published in the table of current outcomes at https://www.jcu.cz/about-the-university/development/hr-award-hrs4r |

Proposed ACTIONS

Action 11

5.6 To set up a system for evaluating the OTM-R and assessing whether the OTM-R delivers on its objectives. These points are based on Template 3 OTM-R checklist – includes point 23

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|---|--|------------------|---|
| (-/+) 12. Recruitment | | | |
| (-/+) 13. Recruitment (Code) | | | |
| (-/+) 14. Selection (Code) | | | |
| (-/+) 15. Transparency (Code) | | | |
| (+/-) 16. Judging merit (Code) | | | 1) Document 2) Information 3) |
| (+/-) 17. Variations in the chronological order of CVs (Code) | 1Q/2019-4Q/2023 | HR Department | Action / Monitoring of the OTM-R system Outcome: see activity no. 5 |
| (+/-) 18. Recognition of mobility experience (Code) | | | |
| (+/-) 19. Recognition of qualifications (Code) | | | |
| (+/-) 20. Seniority (Code) | | | |
| (+/-) 21. Postdoctoral appointments (Code) | | | |

Proposed ACTIONS

| | | Current Status | Remarks |
|--|--|----------------|---|
| | | COMPLETED | Activity moved – now under Activity 12 - Setting up a system for OTM-R evaluation and implementation evaluation |

Proposed ACTIONS

| Action 12 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|---|---|--|------------------------|---|
| 6 HR Department Development - Adaptation process - create an "Information package" for newcomers and for existing employees transmitting into different positions, especially for different types of leadership positions - Rector, Vice-Rector, Bursar, Dean, Vice-Dean, Faculty Secretary etc. Describe what each position involves, what is the person concerned in charge of, their responsibility and authority and to propose training for career development. Advisor / mentor for personal and professional development - define a position of a mentor and specify their activities. | (-/+) 28. Career development | 2Q/2019-4Q/2023 | Rector + HR Department | 1) Document 2) Information 3) Position Ad 1) Document Outcome: Information handbook for employees, defining a position of mentor, complex offer supporting the career development |
| | (-/+) 30. Access to career advice | | | a) Analysis of the current documents, collecting needed data 2Q/2029 – 2Q/2020 b) Handbook concept, concept of mentor's work, career development offer concept 3Q/2020 – 3Q 20222 c) Discussing concepts across the USB, approval / alterations processing, |
| | (-/+) 33. Teaching | | | |
| | (-/+) 36. Relation with supervisors | | | |
| | (-/+) 37. Supervision and managerial duties | | | |
| | (-/+) 38. Continuing Professional Development | | | |
| | (-/+) 39. Access to research training and continuous development | | | |
| | (-/+) 40. Supervision | | | |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------|--|---------------------|---|
| | | | <p>implementation 4Q/2022 – 4Q/2023 Ad 2) Informing a) Informing responsible persons across the USB about the creation of these handbooks, about the need of discussing them (email) 4Q/2022 – 4Q/2023 b) Informing the academic community about efficacy of these documents including the possibility of use the position of a mentor and career development support tools (web, mail) 4Q/2023 Ad 3) Mentor (position) Outcome: establishing the position of mentor, concept of mentors'</p> |

Proposed ACTIONS

| GAP Principle(s) | | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------|--|---|---------------------|---|
| | | | | work 3Q/2020 – 3Q/2022 a) Establishing the position of mentor 4Q/2023 |
| Current Status | | Remarks | | |
| COMPLETED | | USB Staff Training and Development Strategy - Concept is included in the table of current outcomes at https://www.jcu.cz/about-the-university/development/hr-award-hrs4r | | |

Proposed ACTIONS

| Action 13 | | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|--|---|--|---------------------------|---|
| 7 Personnel Department - Administrative Work 7.1 Methodologically link the HR Departments of individual Faculties with the University level. 7.2 Include co-operation in setting annual plans and training for employees. 7.3 Establish employment positions system - rules for creating and setting standards of the system, training the HR Department employees. 7.4 Train at least one HR Department staff member in English for dealing with foreign employees. | GAP Principle(s) | | | |
| | (-/+) 12. Recruitment | 1Q/2019-4Q/2023 | Rector + HR Department | 1) Document 2) Information Action/Cooperation of HR Departments 3) Action/Annual plans and Training 4) Action/System of employment positions 5) Action/Training Ad 1) Document Outcome: Printed matters in HR area within the unified visual style, cooperation with the Department of Lifelong Education while setting the annual plans and trainings for employees, set of templates for establishing the rules for System of employment positions. a) Analysing the |
| | (-/+) 13. Recruitment (Code) | | | |
| | (-/+) 14. Selection (Code) | | | |
| | (-/+) 15. Transparency (Code) | | | |
| | (+/-) 16. Judging merit (Code) | | | |
| | (+/-) 17. Variations in the chronological order of CVs (Code) | | | |
| | (+/-) 18. Recognition of mobility experience (Code) | | | |
| | (+/-) 19. Recognition of qualifications (Code) | | | |
| | (+/-) 20. Seniority (Code) | | | |
| | (+/-) 21. Postdoctoral appointments (Code) | | | |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------|--|---------------------|---|
| | | | <p>current state of documentation for establishing rules of System of employment positions 3Q/2019 – 4Q/2020 b)</p> <p>Printed matters in HR area within the unified visual style, set of templates for establishing the rules for System of employment positions. 3Q/2020 – 2Q/2023 Ad 2)</p> <p>Information Outcome:</p> <p>Information a)</p> <p>Informing responsible persons about the creation of the content-unified employment documentation and all the printed matters in HR area within the unified visual style (email)</p> |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------|--|---------------------|---|
| | | | 3Q/2023 – 4Q/2023 b) Cooperation with the Department of Lifelong Education 1Q/2021 – 4Q/2021 c) Informing responsible persons about creating the set of templates for establishing the rules for System of employment positions (email) 2Q2023 - 3Q/2023 Ad 3) Action/ cooperation of HR departments Outcome: printed matters in HR area within unified visual style a) Survey of the need of HR documentation of each faculty 2Q/2019 – 2Q/2020 b) Unify the content of employment documentation and all printed matters |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------|--|---------------------|---|
| | | | <p>from HR area within the unified visual style 3Q/2020 – 2Q/2023 c)</p> <p>Implementation of the printed matters using 3Q/2023 – 4Q/2023 Ad 4)</p> <p>Action/ Annual plans and trainings Outcome: Annual plans and trainings created by the Department of Lifelong Education in cooperation with HR departments, setting the annual plans and trainings Ad 4) System of employment positions Outcome: Set of templates for establishing the rules of System of employment positions a)</p> <p>Analysis of the current state of</p> |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------|--|---------------------|--|
| | | | <p>documentation for establishing the rules of the System of employment positions 3Q/2019 – 4Q/2020 b)</p> <p>Proposal and approval of set of templates for establishing the rules of the System of employment positions. 1Q/2021 – 2Q/2023 c)</p> <p>Implementation of the set of templates 3Q/2023 – 4Q/2023 Ad 5)</p> <p>Action/training Outcome:</p> <p>Action/training of the English language for one employee of the HR department 3Q/2020 – 4Q/2023</p> <p>7.1</p> <p>Methodologically link the HR</p> |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------|--|---------------------|--|
| | | | <p>Departments of individual Faculties with the University level. Ad 3) Action/ HR departments cooperation</p> <p>Outcome: Printed matter from HR area within the unified visual style. a) Survey of the need of HR documentation of each faculty. 2Q/2019- 2Q/2020</p> <p>b) Unify the content of employment documentation and all printed matters from HR area within the unified visual style 3Q/2020 – 2Q/2023 c) Printed matters implementation 3Q/2023 – 4Q/2023</p> <p>7.2 Include co-operation in setting annual plans and</p> |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------|--|---------------------|---|
| | | | <p>training for employees. Ad 4) Action/ annual plans and trainings Outcome: Annual plans and trainings created by the Department of Lifelong Education in cooperation with HR departments 1Q/2021 – 4Q/2021</p> <p>7.3 Establish employment positions system - rules for creating and setting standards of the system, training the HR Department employees. Ad 5) Action/System of employment positions Outcome: Set of templates for establishing the rules of the System of employment positions a) Part of</p> |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------|--|---------------------|--|
| | | | <p>the activity no. 7, Analysing the current state of documentation for establishing the rules of the System of employment positions 3Q/2019 – 4Q/2020 b) Part of the activity no. 7, Proposal and approval of set of templates for establishing the rules of the System of employment positions. 1Q/2021 – 2Q/2023 c) Part of the activity no. 7, Implementation of the set of templates 3Q/2023 – 4Q/2023 Ad 2) Information Informing responsible persons about the set of templates creation (web, email) 2Q/2023 – 3Q/2023</p> |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------|--|---------------------|--|
| | | | 7.4 Train at least one HR Department staff member in English for dealing with foreign employees. Ad 6) Action/ training of the English language for 1 employee of HR department 3Q/2020 – 4Q/2023 |

Proposed ACTIONS

| Current Status | Remarks |
|----------------|--|
| COMPLETED | <p>As part of the activity, labour law legislative documents have been updated and new documents were also created (all of them in Czech and English version). All these documents are available to USB HR staff, this information is provided at https://www.jcu.cz/about-the-university/development/hr-award-hrs4r. English version of these documents can be found in the attachment to the Internal Review. System of employment position was created. Czech version of document is available at: https://www.jcu.cz/o-univerzite/dokumenty/rectors_proceedings/platna-opatreni/2020/r_424_katalog_prac_mist_neakad_zamestnancu.pdf; https://www.jcu.cz/o-univerzite/dokumenty/rectors_proceedings/platna-opatreni/2020/r_424_priloha.pdf; https://www.jcu.cz/o-univerzite/dokumenty/rectors_proceedings/platna-opatreni/2020/r-424-dodatek.pdf</p> |

Proposed ACTIONS

| Action 14 | | | | |
|---|---|--|------------------------|--|
| | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
| 8 Mobility - Creating formal regulations on research staff mobility outcomes / recognition of qualifications. It will be Included in OTM-R Documents. | (+/-) 18. Recognition of mobility experience (Code) | 1Q/2019-4Q/2021 | Rector + HR Department | 1) Document 2) Information Ad 1) Document Outcome: Methodical recommendation with regards to mobilities at the USB a) Revision of the current documentation / practice at the USB 1Q/2019 – 4Q/2019 |
| | (+/-) 19. Recognition of qualifications (Code) | | | b) Concept proposal and its discussion across the USB, approval/ alterations processing 1Q/2020 – 4Q/2020 c) Implementation and efficacy of the document 1Q/2021 – 4Q/2021 Ad 2) Information Outcome: Information a) Informing |
| | (-/+) 29. Value of mobility | | | |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------|--|---------------------|---|
| | | | responsible persons across the USB about creating the document (web, email) 1Q /2021 – 4Q/2021 |
| Current Status | Remarks | | |
| COMPLETED | Documents are published in the table of current outcomes at https://www.jcu.cz/about-the-university/development/hr-award-hrs4r | | |

Proposed ACTIONS

| Action 15 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|--|--|--|--|---|
| 9 Post-doctorate researchers policy - Create rules: define who is a post-doctoral researcher incl. specific admission rules, employment status, etc., depending on the type of funding | (+) 21. Postdoctoral appointments (Code) | 3Q/2019-4Q/2021 | Vice-Rectors for Research and Development+ Department for Research | 1) Document 2) Information Ad 1) Document Outcome: Methodical recommendation with regards to post-doc positions at the USB a) Revision of the current documentation / practice at the USB 3Q/2019 – 4Q/2019 b) Concept proposal and its discussion across the USB, approval/ alterations processing 1Q/2020 – 4Q/2019 c) Implementation and efficacy of the document 1Q/2021 -4Q/2021 Ad 2) |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | | Responsible Unit | Indicator(s) / Target(s) |
|------------------|--|--|---------------------|--|
| | | | | |
| | | | | Information Outcome: Information a) Informing responsible persons across the USB about creating the document (web, email) 1Q /2021 – 4Q/2021 |
| Current Status | Remarks | | | |
| COMPLETED | Document Postdoctoral positions at the University of South Bohemia in České Budějovice (Recommendation) Is published in the table of current outcomes at https://www.jcu.cz/about-the-university/development/hr-award-hrs4r | | | |

Proposed ACTIONS

| Action 16 | | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|---|------------------|--|------------------|---|
| 10 Home office/ homeworking current document | Revise the | | | |
| | | | | |
| | GAP Principle(s) | | | |
| | (-/+) | 24. Working conditions | 1Q/2019-2Q/2021 | Rector + HR and Legal Departments |
| | | | | 1) Document 2) Information 3) Action/Work Documents Outcome: updated Rector's measure a) Revision of the current Rector's measure 1Q/2019 – 1Q/2020 b) Concept of an updated measure proposal and its discussion across the USB, approval/ alterations processing 2Q/2020 – 4Q/2020 c) Implementation and efficacy of the Rector's measure 1Q/2021 – 2Q/2021 Ad 2) Information Outcome: Informing all |

Proposed ACTIONS

| GAP Principle(s) | | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------|--|---|---------------------|--|
| | | | | employees about the creation of the Rector's measure (web, email) 3Q /2021 – 4Q/2021 |
| Current Status | | Remarks | | |
| COMPLETED | | Documents Rector's Ordinance No.421 on Performing Work for the University of South Bohemia in České Budějovice outside the Employer's Workplace - Homeworking and Annex to Rector's Ordinance No. R 421 are published in the table of current outcomes at https://www.jcu.cz/about-the-university/development/hr-award-hrs4r | | |

Proposed ACTIONS

| Action 17 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|---|---|--|---|---------------------------------|
| 11 Communication – formal – website – improvement of clarity, timely updates about the University of South Bohemia and individual faculties to provide easier orientation and greater clarity. Create a central repository of all important documents (Intranet), with signposting to documents including information about them. | (+)/- 8. Dissemination, exploitation of results | 3Q/2021 - 4Q/2023 | Vice-Rector for Management and External Relations+ Marketing Department | 1) Information 2) Action/Web |
| | (+)/- 9. Public engagement | | | |
| | (+)/- 25. Stability and permanence of employment | | | |

Proposed ACTIONS

| Current Status | Remarks |
|----------------|--|
| COMPLETED | <p>1) Information Output: Information a) Information to all USB staff and students about the new version of the website and the creation of new online support in the area of university IT services, including instructions for work (email) 2Q/2023 – 2Q/2024 2) Activity/Website Output: a) New USB website; b) New online support for university IT services; c) new information page for visitors, employees, students a) New USB website: b) The clarity and accuracy of USB and individual faculty information was improved for better navigation and clarity – the visual style was unified across USB https://www.jcu.cz/cz/ https://www.jcu.cz/en/ c) New online support for university IT services: the development of new online support 'ServiceDesk'. The new system offers tutorials and services to provide full support for IT problems. 3Q/2021 – 2Q/2024 d) New information page for visitors, staff, students – 'WikiJU', where all important documents (information, instructions, guidelines, methodologies) can be placed for relevant persons, available only after logging in wiki.jcu.cz 1Q/2024</p> |

Proposed ACTIONS

| Action 18 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|---|---|--|--|----------------------------|
| 12 Setting up a system for OTM-R evaluation and to assess whether OTM -R delivers on its objectives These points are based on the Template 3 OTM-R checklist – includes point 23 USB Career Regulations – creation of a central Regulation defining the development and career opportunities for current and newly hired employees at USB (USB Career Regulations, or creation and updates of Career Regulations of the individual USB constituent parts) | (-/+) 12. Recruitment | | | |
| | (-/+) 13. Recruitment (Code) | | | |
| | (-/+) 14. Selection (Code) | | | |
| | (-/+) 15. Transparency (Code) | | | |
| | (+/-) 16. Judging merit (Code) | | | |
| | (+/-) 17. Variations in the chronological order of CVs (Code) | 3Q/2021-4Q/2023 | Rector/Bursar + HR Department + Legal Department | 1) Document 2) Information |
| | (+/-) 18. Recognition of mobility experience (Code) | | | |
| | (+/-) 19. Recognition of qualifications (Code) | | | |
| | (+/-) 20. Seniority (Code) | | | |
| | (+/-) 21. Postdoctoral appointments (Code) | | | |

Proposed ACTIONS

| Current Status | Remarks |
|----------------|--|
| COMPLETED | 1) Document Output: Rector's Ordinance R479 a) Rector's Ordinance Issuing the Career Regulations of the University of South Bohemia in České Budějovice of 24 September 2021, which became effective on 1 January 2022. 3Q/2021 – 1Q/2022 2) Information Output: Information a) Information to all staff about the Rector's ordinance (web, email) 3Q/2021 – 2Q/2022 Document Rector's Ordinance R479 is published in the table of current outcomes at https://www.jcu.cz/about-the-university/development/hr-award-hrs4r |

Proposed ACTIONS

Action 19

13 Methodical support for HR Creation of instructions for the HR and payroll system EGJE, unification of procedures and data input. Description of procedures used from the commencement of employment to its termination. Lay down procedures for data input of data concerning employees who have an employment relationship with several faculties or constituent parts which are not USB faculties.

| GAP Principle(s) | | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|--|--|--|-------------------------------|----------------------------|
| (+/-) 5. Contractual and legal obligations | | 3Q/2021-3Q/2024 | Rector/Bursar + HR Department | 1) Document 2) Information |
| (+/-) 26. Funding and salaries | | | | |
| Current Status | Remarks | | | |
| IN PROGRESS | 1) Document Outputs: development of a manual in the EGJE HR system: a) Entering a new employment relationship in EGJE b) Termination of an employment relationship (non-renewal of the employment contract after a specified period) c) Assignment of an ACJ and a contract of employment at another faculty as a supplement to an existing contract of employment 2) Information Output: Information a) Informing the responsible persons and forwarding instructions to the faculties' personnel departments and units. 3Q/2024 Activity is almost completed. The final documents need to be approved by the Steering Committee (max during 4Q/2024). Manuals will be available only to HR staff (CZ). | | | |

Proposed ACTIONS

| Action 20 | | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|--|---|--|---|-----------------------------|
| 14 Electronization/digitization of HR Processes Creation of an electronic organizational structure depicting the internal structure of individual workplaces and jobs within them. | GAP Principle(s) | | | |
| | (+/-) 5. Contractual and legal obligations | 3Q/2021- 3Q/2024 | Bursar + Vice-Rector for Management and External Relations + HR Department | 1) Document 2) Process |
| | (-/+) 12. Recruitment | | | |
| | (-/+) 13. Recruitment (Code) | | | |
| | (-/+) 14. Selection (Code) | | | |
| | (-/+) 15. Transparency (Code) | | | |
| | (+/-) 16. Judging merit (Code) | | | |
| | (+/-) 17. Variations in the chronological order of CVs (Code) | | | |
| | (+/-) 18. Recognition of mobility experience (Code) | | | |
| | (+/-) 19. Recognition of qualifications (Code) | | | |
| | (+/-) 20. Seniority (Code) | | | |
| | (+/-) 21. Postdoctoral appointments (Code) | | | |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|-----------------------------------|---|---------------------|-----------------------------|
| (+/-) 26. Funding and salaries | | | |
| Current Status | Remarks | | |
| COMPLETED | 1) Document Output: Rector's ordinance and a manual a) Rector's Ordinance R 497 on the determination of working time and its recording at USB 2Q/2022 a) HR Portal EGJE – manual (without working time records) for all university employees and HR staff (except REC and FEC – for these constituent parts, working time records are already recorded digitally). 1Q/2023 b) Rector's Ordinance R 481 on the system of organisational structure and in the annexes change of workplace and change of position, sending via Service Desk + registration of requests 4Q/2021 2) Process Output: HR Portal EGJE a) HR Portal EGJE launched: REC: 4/2022, FEC: 9/2022, FAR: 3/2023, FFPW: 4/2023, FED: 5/2023, FSC: 6/2023, FAT: 10/2023, FHSS: 12/2023, FTH: 3/2024 D&R: will not be implemented (not all staff have access and use PCs and it is difficult to keep records of receptionists – it is easier to keep paper records) Documents Rector's Ordinance R 497 and R481 are published in the table of current outcomes at https://www.jcu.cz/about-the-university/development/hr-award-hrs4r . Document HR Portal EGJE – manual (EN) can be found in the attachment to the Internal Review. It is available to all staff in HR EGJE system (CZ/EN). | | |

Proposed ACTIONS

| Action 21 | | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|---|---|--|---|-----------------------------|
| 15 Creation of USB Internationalization Strategy – the strategy will focus, among other things, on terminological and methodological unification of records (including electronization of records) and evaluation of mobilities. It will also define appropriate forms of long-term international cooperation and internationalization. | GAP Principle(s) | | | |
| | (+/-) 22. Recognition of the profession | | | |
| | (+/-) 23. Research environment | | Vice-Rector for International Relations, Vice-Rector for Management and External Relations (electronization) + International Relations Office | 1) Document 2) Process |
| | (-/+) 24. Working conditions | | | |
| | (-/+) 29. Value of mobility | 3Q/2021-4Q/2022 | | |
| | (-/+) 33. Teaching | | | |
| | (-/+) 38. Continuing Professional Development | | | |
| | (-/+) 39. Access to research training and continuous development | | | |

Proposed ACTIONS

| Current Status | Remarks |
|----------------|--|
| COMPLETED | <p>1) Document Output: Strategic setting and development of international cooperation in research and development and internationalisation of the research organisation 2) Process a) Analysis of the current environment, draft strategy concept Development of the analysis and strategy concept. 3Q/2021 b) Review procedure Review procedure by all control mechanisms/subjects involved, including faculty, university management, etc. 4Q/2021 c) Pilot testing and its evaluation Implementation of the strategy and pilot testing in normal operation. 1Q/2022 – 3Q/2022 d) Introduction to the normal operation of the faculty, university The functional and tested system will be introduced into the normal operation of the faculty, university and continuously tested and updated in the course of the following years. 4Q/2022 Document Strategic setting and development of international cooperation in research and development and internationalisation of the research organisation is published in the table of current outcomes at https://www.jcu.cz/about-the-university/development/hr-award-hrs4r.</p> |

Proposed ACTIONS

Action 22

16 Manual and systematization of USB training plans – definition and differentiation of available training levels, definition of responsibilities and systematization of the trainings on offer and training registration (electronization) – mandatory trainings (Health and Safety, Driver training, GDPR, cybersecurity, etc.).

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|---|--|-----------------------------|----------------------------|
| (+/-) 23. Research environment | | | |
| (-/+) 28. Career development | | | |
| (-/+) 33. Teaching | 3Q/2021-3Q/2024 | Vice-Rector for Development | 1) Document 2) Information |
| (-/+) 38. Continuing Professional Development | | | |
| (-/+) 39. Access to research training and continuous development | | | |

Current Status

Remarks

IN PROGRESS

1) Process Output: Integration of LMS Moodle to the EGJE HR system a) The process of completing mandatory training has been automated by linking the e-learning environment to Moodle training and the EGJE HR portal (e.g. occupational safety, cyber security, etc.) 1Q/2023 – 4Q/2023 2) Information Output: Information, a manual a) Information for the HR Office and the sending of the manual (email) 3Q/2023 b) Training for HR staff, a manual 3Q/2023 c) Information for staff regarding mandatory training (cybersecurity) 4Q/2022 3) Document Output: a manual - Output postponed to the next period (in the process of completion - untill 2Q/2025).

Proposed ACTIONS

Action 23

17 Creation and implementation of a Gender Equality Plan – relevance of the topic, benefits, perspective of systematic integration of gender (including consideration of good international practice and the requirements of Horizon Europe)

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|---|---|--|----------------------------|
| (+/-) 10. Non discrimination | | Vice-Rector for Development + Institute for Strategy and Development | 1) Document 2) Information |
| (+/-) 22. Recognition of the profession | 3Q/2021-4Q/2021 | | |
| (-/+) 24. Working conditions | | | |
| (-/+) 27. Gender balance | | | |
| Current Status | Remarks | | |
| COMPLETED | 1) Document Output: Gender Equality Plan 3Q/2021 – 4Q/2021 2) Information Output: Information for all staff on the development of the Gender Equality Plan (web, email) Document Gender Equality Plan of USB is published in the table of current outcomes at https://www.jcu.cz/about-the-university/development/hr-award-hrs4r . | | |

Proposed ACTIONS

Action 24

18 Creation of USB Internal Evaluation Strategy – the strategy will focus on supporting the increasing implementation of international evaluation of activities at the University of South Bohemia (creation and support of International Councils / Evaluation Panel(s) and laying down effective information sharing processes

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|--|---|---|----------------------------|
| (+/-) 11. Evaluation/appraisal systems | 3Q/2021-4Q/2022 | Vice-Rector for Internal Evaluation + Institute for Internal Evaluation | 1) Document 2) Information |
| Current Status | Remarks | | |
| COMPLETED | <p>1) Document Output: Strategic setting and development of internal evaluation of the University of South Bohemia in České Budějovice</p> <p>2) Process a) Analysis of the current environment, draft strategy concept Development of an analysis and strategy concept. 3Q/2021 b) Review procedure Review procedure by all control mechanisms/subjects involved, including faculty, university management, etc. 4Q/2021 a) Pilot testing and its evaluation Implementation of the strategy and pilot testing in normal operation. 1Q/2022 – 3Q/2022 c) Introduction to the normal operation of the faculty, university The functional and tested internal evaluation system is introduced into the normal operation of the faculty, the university and continuously tested and updated in the course of the following years. 4Q/2022 Document Strategic setting and development of internal evaluation of the University of South Bohemia in České Budějovice is published in the table of current outcomes at https://www.jcu.cz/about-the-university/development/hr-award-hrs4r.</p> | | |

Proposed ACTIONS

| Action 25 | | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|---|--|--|---|-------------------------------|
| 19 Creation of a Strategy for the Development of Cross-Sectoral Cooperation, intellectual property management and transfer of knowledge from research into practice | GAP Principle(s) | | | |
| | (+/-) 1. Research freedom | | | |
| | (+/-) 3. Professional responsibility | | | |
| | (+/-) 5. Contractual and legal obligations | 3Q/2021- 4Q/2022 | Vice-Rector for Science and Research + Technology Transfer Office | 1) Document 2) Information |
| | (++) 31. Intellectual Property Rights | | | |
| | (++) 32. Co-authorship | | | |
| | (-/+) 40. Supervision | | | |

Proposed ACTIONS

| Current Status | Remarks |
|----------------|--|
| COMPLETED | <p>1) Document Output: Strategy for the development of intersectoral cooperation, intellectual property management and knowledge transfer from research to practice 2) Process a) Analysis of the current environment, draft strategy concept Development of an analysis and strategy concept. 3Q/2021 b) Review procedure Review procedure by all control mechanisms/subjects involved, including faculty, university management, etc. 4Q/2021 c) Pilot testing and its evaluation Implementation of the strategy and pilot testing in normal operation. 1Q/2022 – 3Q/2022 d) Introduction to the normal operation of the faculty, university The functional and tested internal evaluation system is introduced into the normal operation of the faculty, the university and continuously tested and updated in the course of the following years. 4Q/2022 Document Strategy for the development of intersectoral cooperation, intellectual property management and knowledge transfer from research to practice is published in the table of current outcomes at https://www.jcu.cz/about-the-university/development/hr-award-hrs4r.</p> |

Proposed ACTIONS

| Action 26 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|--|---|--|--|----------------------------|
| 20 Creation of a university strategy for social relevance of R&D – clarification of the meaning, concept, evaluation of the current situation, impact, monitoring the needs of the society | (+/-) 1. Research freedom | | | |
| | (+/-) 5. Contractual and legal obligations | | | |
| | (+/-) 6. Accountability | | | |
| | (+/-) 7. Good practice in research | | | |
| | (+/-) 8. Dissemination, exploitation of results | 3Q/2021-3Q/2024 | Vice-Rector for Development + Institute for Strategy and Development | 1) Document 2) Information |
| | (+/-) 9. Public engagement | | | |
| | (+/-) 26. Funding and salaries | | | |
| | (-/+) 36. Relation with supervisors | | | |
| | (-/+) 39. Access to research training and continuous development | | | |

Proposed ACTIONS

| Current Status | Remarks |
|----------------|---|
| IN PROGRESS | 1) Document Output: Research Strategy of the University of South Bohemia in České Budějovice 2Q/2023 – 2Q/2024 2) Information Output: Information Information for senior managers (vice-deans of R&D) about the development of the Strategy and the final version of this document (email) 4Q/2023 – 2Q/2024 Activity is almost completed. The final document needs to be approved by the Steering Committee (max during 4Q/2024). Draft of Research Strategy of USB can be found in the attachment to the Internal Review. After discussion in the steering committee, it will be published in the table of current outcomes at https://www.jcu.cz/about-the-university/development/hr-award-hrs4r (the same in the case of activity 21). |

Proposed ACTIONS

| Action 27 | | | | |
|--|--------------------------------------|--|---|----------------------------|
| | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
| 21 Support and creation of interfaculty cooperation – definition of cross-cutting topics | (-/+) 36. Relation with supervisors | 3Q/2021-4Q/2022 | Vice-Rector for Science and Research + Technology Transfer Office | 1) Document 2) Information |

Proposed ACTIONS

| Current Status | Remarks |
|----------------|---|
| IN PROGRESS | <p>1) Document Output: Research Strategy of the University of South Bohemia in České Budějovice 2Q/2023 – 2Q/2024 Social relevance constitutes one important chapter of the document and interdisciplinarity, which is based on interfaculty cooperation, is another important chapter of the Strategy The plan is now to follow the Strategy with implementation activities: a) A vision of creating several working groups in different areas to try to find research topics cross-cutting across USB b) A vision of a requirement that dissertations include a discussion of how the topic can be grasped interdisciplinarily (and also what the social relevance of the topic is) c) A vision of developing interdisciplinary grants under GA USB e) 2) Information Output: Information for senior managers (vice-deans of R&D) about the development of the Strategy and the final version of this document (email) 4Q/2023 – 2Q/2024 Activity is almost completed. The final document needs to be approved by the Steering Committee (max during 4Q/2024). Draft of Research Strategy of USB can be found in the attachment to the Internal Review. After discussion in the steering committee, it will be published in the table of current outcomes at https://www.jcu.cz/about-the-university/development/hr-award-hrs4r (the same in the case of activity 20).</p> |

Proposed ACTIONS

| Action 28 | | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|--|--|--|---|---|
| 22. Boosting social security at USB Implementation of the Gender Equality Plan for 2025–2028, which is a tool for human resources management with an emphasis on equal opportunities, not only in terms of gender, sex, but also age, stage of life, position held, equal pay, etc. | GAP Principle(s) | | | |
| | (+/-) 10. Non discrimination | | | 1) Document (CZ/EN) Output: Gender Equality Plan for 2025–2028 a) |
| | (-/+) 12. Recruitment | | | Preparation and approval of the document |
| | (-/+) 14. Selection (Code) | | | 4Q/2024–1Q/2025 |
| | (-/+) 24. Working conditions | | | b) Implementation, evaluation, updates |
| | (+/-) 26. Funding and salaries | | Vice-Rector for Development and Public Relations, Strategy and Development Office | 1Q/2025–3Q/2027 |
| | (-/+) 27. Gender balance | 4Q/2024–3Q/2027 | | 2) Information (CZ/EN) Output: placement of the document in the relevant parts of the website |
| | (-/+) 28. Career development | | | 4Q/2025 3) |
| | (++) 35. Participation in decision-making bodies | | | Website Social Security (CZ/EN) a) |
| | (-/+) 37. Supervision and managerial duties | | | Website administration, adding relevant content 4Q/2024–3Q/2027 |
| | (-/+) 38. Continuing Professional Development | | | |

Proposed ACTIONS

| Current Status | Remarks |
|----------------|---------|
| NEW | |

Proposed ACTIONS

| Action 29 | | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|--|--|--|---------------------------------------|---|
| 23. Revision of the ethical infrastructure 23.1. Ombudsperson – open discussion and review the expected workload of the ombudsperson, organisational integration. 23.2. Update of the Code of Ethics to include new themes – open science, security, communication | GAP Principle(s) | | | |
| | (+/-) 1. Research freedom | 1Q/2025– 4Q/2025 | Vice-Rector for | 1) Document (CZ/EN) Output: |
| | (+/-) 2. Ethical principles | | Development and Public | updating the Ordinance governing |
| | (+/-) 3. Professional responsibility | | Relations, Legal Office, Ethics | the function, organisational classification of the |
| | (+/-) 4. Professional attitude | | Committee | ombudsperson a) analysis of approaches to |
| | (+/-) 6. Accountability | | | ombudspersons in the university environment |
| | (+/-) 10. Non discrimination | | | 1Q/2025–2Q/2025 |
| | (-/+) 24. Working conditions | | | b) preparation of the revised ordinance 3Q/2025–4Q/2025 |
| | (+/-) 25. Stability and permanence of employment | | | 2) revision of the Code of Ethics Output: updated document/ordinance |
| | (-/+) 27. Gender balance | | | a) incorporating recommendations to address new areas of competence, updates 1Q/2025– 3Q/2025 3) |
| | (-/+) 34. Complains/ appeals | | | Information (CZ/EN) |

Proposed ACTIONS

| GAP Principle(s) | | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------|--|--|---------------------|--|
| | | | | Output: placement of the document in the relevant parts of the website 4Q/2025–3Q/2026 |
| Current Status | | Remarks | | |
| NEW | | | | |

Proposed ACTIONS

| Action 30 | | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|---|--|--|---|--|
| 24. Human resource development and management of young researchers Establishment of a methodological environment for the School of Doctoral Studies, establishing the school as a tool for monitoring the quality of doctoral studies and the personal development of supervisors and doctoral students. | GAP Principle(s) | | | |
| | (+/-) 1. Research freedom | 4Q/2024– 1Q/2027 | Rector, Vice- Rector for Research, Director of the School of Doctoral Studies | 1) Document Output: Statutes of the School of Doctoral Studies 4Q/2024–1Q/2025 |
| | (+/-) 2. Ethical principles | | | 2) Document Output: Course catalogue for research competence framework 2Q/2025–1Q/2026 |
| | (+/-) 7. Good practice in research | | | 3) Document Output: Guide to Ph.D. studies (Survival Guide) 2Q/2025–1Q/2026 |
| | (+/-) 8. Dissemination, exploitation of results | | | 4) Analysis of failure rates in Ph.D. studies 4Q/2025– 1Q/2027 5) |
| | (+/-) 9. Public engagement | | | Information – USB website 1Q/2025– 1Q/2027 |
| | (+/-) 23. Research environment | | | |
| | (-/+) 28. Career development | | | |
| | (++) 31. Intellectual Property Rights | | | |
| | (++) 32. Co-authorship | | | |
| | (-/+) 33. Teaching | | | |
| | (-/+) 36. Relation with supervisors | | | |
| | (-/+) 37. Supervision and managerial duties | | | |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------|--|---------------------|-----------------------------|
|------------------|--|---------------------|-----------------------------|

(-/+) 38. Continuing
Professional Development

(-/+) 39. Access to research
training and continuous
development

(-/+) 40. Supervision

| Current Status | Remarks |
|----------------|---------|
|----------------|---------|

NEW

Proposed ACTIONS

Action 31

25. Strategic setting and development of open science at a research organisation Definition of concepts, establishment of methodological environment, staffing

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|---|--|---|---|
| (+/-) 1. Research freedom | | | |
| (+/-) 2. Ethical principles | | | 1) Document Output: Open science strategy at a research organisation a) |
| (+/-) 3. Professional responsibility | | | Discussion of the topic, priority areas 4Q/2024–3Q/2025 |
| (+/-) 4. Professional attitude | | | b) Document preparation 4Q/2025–2Q/2026 |
| (+/-) 5. Contractual and legal obligations | 4Q/2024–3Q/2027 | Vice-Rector for Research, Vice-Rector for International Relations | 2) Information – USB website (CZ/EN) 2Q/2026 – continuously 3) Training (Once a year) 1Q/2026–3Q/2027 |
| (+/-) 6. Accountability | | | |
| (+/-) 7. Good practice in research | | | |
| (+/-) 8. Dissemination, exploitation of results | | | |
| (+/-) 9. Public engagement | | | |
| (+/-) 10. Non discrimination | | | |
| Current Status | Remarks | | |
| NEW | | | |

Proposed ACTIONS

Action 32

26. Ethical and safe use of AI tools in a research organisation Strategic setting and attitude towards the use of AI

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|---|--|---|---|
| (+/-) 1. Research freedom | | | 1) Document |
| (+/-) 2. Ethical principles | | | Output: USB |
| (+/-) 3. Professional responsibility | | | strategy in the area of AI application and ethics in scientific work and more generally in a research organisation a) |
| (+/-) 4. Professional attitude | | | Discussion of the topic, priority areas 4Q/2024–3Q/2025 |
| (+/-) 5. Contractual and legal obligations | 4Q/2024–3Q/2026 | Vice-Rector for Research, Science and Research Office | b) Document preparation 4Q/2025–2Q/2026 |
| (+/-) 6. Accountability | | | 2) Training 2Q/2026–3Q/2027 |
| (+/-) 7. Good practice in research | | | 3) Information – website 2Q/2026 – continuously |
| (+/-) 8. Dissemination, exploitation of results | | | |
| (+/-) 9. Public engagement | | | |
| (+/-) 10. Non discrimination | | | |

Current Status

Remarks

NEW

Proposed ACTIONS

| Action 33 | | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|--|--|--|---|---|
| 27. Development of international cooperation in research and development and internationalisation of a research organisation Establishment of a consistent support system that will improve the adaptation and smooth integration of staff at the university. | GAP Principle(s) | | | |
| | (+/-) 22. Recognition of the profession | | | |
| | (+/-) 23. Research environment | | | |
| | (-/+) 24. Working conditions | | | 1) Document Output: |
| | (+/-) 25. Stability and permanence of employment | | | Methodology for expanding the services of the |
| | (+/-) 26. Funding and salaries | 1Q/2025– 4Q/2027 | Vice-Rector for International Relations, International Relations Office | Welcome Office 1Q 2026–4Q 2007 2) Training 1Q/2025–4Q/2027 3) |
| | (-/+) 28. Career development | | | Information – |
| | (-/+) 29. Value of mobility | | | website 1Q/2025 – continuously 4) |
| | (-/+) 30. Access to career advice | | | Position A new position at the USB Rectorate. 1Q/2025 |
| | (++) 31. Intellectual Property Rights | | | |
| | (++) 32. Co-authorship | | | |
| | (-/+) 33. Teaching | | | |

Proposed ACTIONS

| Current Status | Remarks |
|----------------|---------|
| NEW | |

Proposed ACTIONS

Action 34

28. Formal communication Boost the University's presentation in the English language with emphasis on the website, internal regulations, OTM-R principles

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|--|--|--|--|
| (+/-) 8. Dissemination, exploitation of results | 4Q/2024–3Q/2027 | Vice-Rector for Development and Public Relations, Marketing Office, Vice-Rector for Research | 1) Website a) Adaptation and ongoing implementation and updates of website content – with emphasis on English b) Increasing the amount of English language content on the website 4Q/2024 – continuously 2) Training (Twice) Communication, promotion, popularisation of R&D 1Q/2025–3Q/2027 |
| (+/-) 9. Public engagement | | | |
| (+/-) 10. Non discrimination | | | |
| (-/+) 13. Recruitment (Code) | | | |
| (-/+) 14. Selection (Code) | | | |
| (-/+) 15. Transparency (Code) | | | |
| (+/-) 16. Judging merit (Code) | | | |
| (+/-) 25. Stability and permanence of employment | | | |
| Current Status | Remarks | | |
| NEW | | | |

Proposed ACTIONS

Action 35

29. Safety in Science and Research at USB
Development of a methodological environment to increase institutional resistance to illegitimate influence, development of strategy and methodology in the field of safety in science and research

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|---|--|---|--|
| (+/-) 1. Research freedom | | | 1) Document Output: USB |
| (+/-) 2. Ethical principles | | | Strategy in the area of safety in R&D a) |
| (+/-) 3. Professional responsibility | | | Discussion of the topic, priority areas 1Q/2025–2Q/2026 |
| (+/-) 4. Professional attitude | | Vice-Rector for Research, | b) Document preparation 1Q/2025–2Q/2026 |
| (+/-) 5. Contractual and legal obligations | 1Q/2025–1Q/2027 | Vice-Rector for International Relations, Bursar | 2) Document Output: Methodology for research staff in the area of safety in R&D 1Q/2027 3) |
| (+/-) 23. Research environment | | | Information – website 2Q/2026 – continuously |
| (-/+) 38. Continuing Professional Development | | | |
| (-/+) 39. Access to research training and continuous development | | | |

Current Status **Remarks**

NEW

Unselected principles:

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site, multiple links must be comma separated *:

URL *:

<https://www.jcu.cz/about-the-university/development/hr-award-hrs4r>; <https://www.jcu.cz/o-univerzite/rozvoj/up/hr-award-hrs4r>
(<https://www.jcu.cz/about-the-university/development/hr-award-hrs4r>; <https://www.jcu.cz/o-univerzite/rozvoj/up/hr-award-hrs4r>)

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress.

Comments on the implementation of the OTM-R principles (Initial Phase)

At present, recruitment of new employees is governed by the **Rules for the Selection Process of Academic Staff at the USB in České Budějovice**.

Steps to be taken are to incorporate the OTM-R rules into the existing Rules and to create a relevant strategy / document in both Czech and English, which will be available on the University's website. It should take into account the classification of researchers according to R1-R4 and characteristics of their profiles.

All staff of the HR Departments and members of the selection committees to be trained in the OTM-R.

The procedure and strategy should be also set for non-academic staff, including administrative positions.

Advertisements and applications

- Create a single style template
- Minimize the administrative burden
- Configure the CV receipt confirmation
- Greater use of Euraxess to attract staff from abroad

Evaluation and selection

- Set the composition of committees for selection processes. Greater use of e-tools for interviews

Appointment

- Feedback after the selection process - take into account the strengths and weaknesses of each candidate
- Set up procedures for handling the selection process-related complaints and set up feedback mechanisms to prevent such complaints.

Eventually, a system evaluating how the OTM-R is delivering on its objectives should be established.

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

At the moment, staff recruitment is governed by the document *Rules for the Selection Process of Academic Staff at the USB in České Budějovice*. A document *Recommended Recruitment Process for Non-Academic Staff at the University of South Bohemia in České Budějovice* was newly created for non-academic staff, setting the procedure and strategy for administrative positions.

It also defines the role of the Selection Committee and the HR staff. A document *Overview of Selection Procedure Outcome Responses* was created for HR professionals in order to provide feedback to job applicants after the selection procedure. Also, the area of filing and handling complaints from applicants has been resolved. Everything is published on the university's website.

Improvements were also made in the following 3 phases according to the OMT-R checklist (see HR AWARD website): Advertising and application phase (a uniform advertising template for all constituent parts created as well as instructions *How to publish an advertisement on Euraxess* (<http://www.jcu.cz/veda-a-vyzkum/hr-award-1/dokumenty-k-hr-award/how-to-publish-an-advertisement-on-euraxess.pdf>)), Selection and evaluation phase (*Recommended Recruitment Process for Non-Academic Staff at the University of South Bohemia in České Budějovice*) and Appointment phase (*Overview of Selection Procedure Outcome Responses*)

It is necessary to set up a system for OTM-R evaluation and to assess whether OTM -R delivers on its objectives. This will be dealt with in the USB Career Regulations - a central Regulation defining the development and career opportunities for current and newly hired employees at USB (*USB Career Regulations*, or creation and updates of Career Regulations of the individual USB constituent parts). Everything will be available on the university website.

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)

At present, the recruitment of new employees is governed by the internal regulation entitled Regulations on the Selection Procedure for Filling Academic Staff Positions at the University of South Bohemia in České Budějovice. For non-academic staff, it is governed by the Recommended Procedure for Filling Non-academic Staff Positions and the Methodological Guideline for Selection and Recruitment. The application of these documents has resulted in the consolidation of the procedure and strategy for administrative positions. The roles of the selection committee and the HR officer are defined in the recommended procedure. Candidates are informed by the document for HR officers entitled Overview of the Selection Procedure Response Options, which has been supplemented with information on the processing of personal data. The area of lodging and handling complaints from candidates is also addressed. All of it is available on the university's website.

Improvements have been made in 3 phases according to the OTM-R checklist: HR officers use a uniform advertisement format (use a uniform style of advertisement content templates for all faculties and units, newly upgraded gender-sensitive language, HR officers also use the Euraxess publication guidelines), Evaluation and selection of staff (Recommended selection procedure for filling non-academic staff positions at USB) and notifications for applicants on admission/non-admission (Overview of response options and selection procedure notices)

The OTM-R evaluation system is resolved in the form of the USB Career Regulations. It is linked to the Wage Regulations and the Job Catalogue (classification of non-academic employees' work into job groups). The Career Regulations define the development and employment opportunities for current and newly recruited employees within USB. In accordance with the central Career Regulations, faculties can create faculty Career Regulations, where the development and employment opportunities at the faculty are specified in more detail. The documents are available on the university's website.

Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the award renewal phase. The extended version of the reviewed HR strategy including the OTM-R policy and actions should be published on your organisation's website.

4. Implementation process

General overview of the implementation process: (max. 1000 words)

HRS4R aims to have a direct impact on researchers and society. Wherever researchers work (in the academic or non-academic world), society must benefit from their work. Owing to that, these workers become partners and experts and form a network with their peers involved in the process. The impetus for the university's involvement is thus crucial at all levels. Highly skilled research staff represent one of the most important factors in the success of a university. It is therefore important to provide an appropriate working environment and recruitment as well as professional and personal development. Many of the principles that are characterised by the Charter and Code are already common practice at the University of South Bohemia.

In the initiation phase of the project, the project management processes, and the description of the implementation team were set up. A multi-level management structure is applied throughout the implementation.

The implementation of the Action Plan priorities other than staffing is supported financially through national and internal project calls. Members of the implementation team continuously participate in training, Euraxess info days or joint meetings of HR teams from other universities (meetings organised by the Czech Academy of Sciences in 2023).

The activities that have not been fully completed according to the set schedule of activities are currently in the translation phase or before approval by the Steering Committee, the membership of which partially changed before the submission of this report due to the election of the new USB management.

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

Note: Click on each question of the checklist to open the editor.

How have you prepared the internal review?*



Detailed description and duly justification (max. 500 words)

The internal review was prepared in accordance with the set processes of project management by the implementation team involved in the implementation of HRS4R. This team includes individual offices of the USB Rectorate and categories of employees of the university and all its units at different management levels.

Subsequently, this output was discussed through the Vice-Development for Development and Public Relations, who is directly linked to the USB management staff. The output was discussed and approved by the Steering Committee and the USB management headed by the Rector of the university. The discussion was very open, transparent, effective and critical in the evaluation of the Revised Action Plan and the setting of goals for 2027. The activities and progress in the implementation of the HR Award are briefly summarized in the annual Addenda to the Report on the Internal Quality Assessment of the Educational, Creative and Related Activities of USB and partly in the USB Annual Activity Report.

The new priorities are based on external recommendations, good practices, the need for legislative changes and the findings of an internal questionnaire survey. The action plan steps are in line with the USB Strategic Plan for 2021–2030, the annual USB Implementation Plans of the Strategic Plan, implementation and sustainability have been and will be addressed, linked to the implementation of strategic projects and transferred to the day-to-day operations of the university so that they become an integral part of the organisational culture.

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



Detailed description and duly justification (max. 500 words)

The research community is part of the working group and continues to be involved in the collaborative development and approval of new documents, regulations and procedures. Regular meetings of the working groups with those responsible for implementing each Action Plan step to evaluate the progress of those actions. Reports on progress and advances were presented at regular Steering Committee meetings. The views of not only scientific staff on the implementation process were sought through a questionnaire comparing the quality of the HR environment in the preparation and implementation phases.

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



Detailed description and duly justification (max. 500 words)

The Steering Committee oversees the development of indicators and the achievement of targets at regular meetings. The Steering Committee is also frequently invited to USB management meetings to discuss the process. The membership of the Steering Committee partially changed with the arrival of the new USB management in 2024. The report is also presented to the USB Rector's Board or at the meetings of secretaries.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy *



Detailed description and duly justification (max. 500 words)

The HRS4R policy is a key instrument of the policy of the development of human resources within the university. The implementation of the HRS4R policy is perceived as a key strategic tool for the university's development based on the experience gained. The HRS4R policy and its implementation are set as a goal for the fulfilment of the new USB Strategic Plan for 2021–2030: Chapter 2 Research, specifically Objective 2.1 Research Excellence; Chapter 5 Management, specifically Objective 5.2 Human Resources. However, as well as social responsibility or sustainability, it also has a direct impact on the quality of activities in the remaining priority areas: education, internationalisation, and openness.

How has your organisation ensured that the proposed actions would be also implemented?*



Detailed description and duly justification (max. 500 words)

The implementation of the individual activities is verified through the activities of the project working group, the Steering Committee, the USB management, and the assigned responsibility for monitoring mechanisms by the USB Vice-Rector for Development. All these mechanisms interact with each other.

How are you monitoring progress (timeline)?*



Detailed description and duly justification (max. 500 words)

See above. The implementation of the objectives is monitored over time on the basis of the established action plan schedule. This timetable is regularly evaluated.

A number of indicators are intertwined with the indicators and objectives of the USB Strategic Plan for 2021–2030 and its implementation plans, the fulfilment of which is also evaluated annually in the USB Annual Activity Report or in the Addenda to the Report on Internal Evaluation of the Quality of Educational, Creative and Related Activities of USB.

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



Detailed description and duly justification (max. 500 words)

During the implementation process, an internal evaluation was regularly carried out along with a review of the AP setup. In addition, other sub-surveys such as questionnaire surveys were carried out.

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



Detailed description and duly justification (max. 500 words)

USB has much experience with the external review through the implementation of external international boards, and evaluations. The university aims to take an active and especially quality approach to the implementation of the HRS4R policy and we see the external review as a suitable tool for feedback on the activities carried out within the AP, etc. Furthermore, We also share experiences in preparing for the renewal of the HR Award with other universities, and we keep up to date with information, recommendations, guides, and tips on the Euraxess portal.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

The University of South Bohemia creates internationally competitive conditions and an environment for conducting excellent research and development by setting up the strategic management of the university in accordance with the terms of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The tool to achieve this objective is the retention of the 'HR Award' in the long term.

The University of South Bohemia hopes to achieve the following impacts on institutional development by maintaining the HR Award:

- Contribution to the achievement of strategic objectives
- Impetus for institutional culture change
- Support for internal processes
- Support for open science
- Increasing the development of researchers
- Meeting the needs of researchers
- Raising funds for research, especially from European research support programmes
- Transparent personnel and payroll policy
- Development of digital transformation, IT technologies and cyber security

General expectations

From the university's point of view:

- A stimulating and supportive working environment for researchers
- Friendly environment conducive to improving physical and mental health
- Positive changes in work culture
- Safety measures for employees
- Joining a pan-European network of top researchers and organisations
- Increased quality of care for human resources
- Increased international visibility and attractiveness
- Increasing opportunities for obtaining research funding from European grants
- Increasing the qualitative conditions for internal evaluation
- Increasing the interest of the young generation and the general public in science

From a researcher's perspective:

- Recognition of the rights of the professional
- Appreciation of mobility experiences in the public and private sector
- Respect for work-life balance
- Balancing work from home and work at the workplace
- Guaranteed transparent recruitment and selection
- Guaranteed transparent evaluation
- Access to professional and competency development
- Connection to a pan-European network of top researchers and organisations
- Increased opportunities for obtaining research funding from European grants

The actions that are included in the AP and will be implemented emerged as priorities from the questionnaire survey and the focus group where the individual issues were discussed. Likewise, these steps in the AP are approved by the Steering Committee.

The university values its researchers and therefore intends to continue to work hard to develop a pleasant working environment through fair and transparent conduct in the recruitment, evaluation, remuneration and development of researchers.