

Internal Review for Renewal Assessment of HRS4R

And

New Action Plan for the period July 2024 – June 2027

Project: HR Excellence in Research of University of Ostrava
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About the University of Ostrava

The University of Ostrava is the second largest university in the Moravian-Silesian Region. It consists of six faculties and one research institute. It offers studies in a wide range of fields, covering the humanities, social sciences and natural sciences, medicine, pedagogical disciplines, and the arts, in Bachelor's, Master's, follow-up Master's and Doctoral study programmes.

It is an important educational and research institution, and also emphasizes the so-called "third role" of the university - the social role.

In 2021, the University of Ostrava celebrated the 30th anniversary of its foundation.

UO and HRS4R

The European policy of human resources management in the field of research and development was supported by the Ministry of Education, Youth and Sports (MEYS) within the Operational Programmes for Research, Development and Education. The University of Ostrava also joined this programme, and thereby became a successful applicant for support from the MEYS, with the project "HR Excellence in Research at the University of Ostrava".

In November 2017, the University of Ostrava confirmed its endorsement of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, taking the necessary steps to set our HR strategy in line with the principles of the Charter and the Code, and was granted the "HR Excellence in Research Award". With this act, we committed ourselves to submitting the results of the GAP analysis and the Action Plan to the European Commission by the end of November 2018.

We involved university employees in the new HR strategy project through a survey that was distributed across the university in the second half of May 2018, 2021 and 2024. Approximately one third of the employees participated in the survey each year. Within the Czech Republic, we achieved the very high percentage of employee involvement.

In the Initial phase the outputs from the survey were used to define the strengths and weaknesses, GAP analysis, and subsequently to define the Action Plan. All of the documents were sent to the European Commission by the regular Deadline, i.e. in November 2018.

On 6.5.2019, the European Commission granted the University of Ostrava the HR AWARD. The University of Ostrava was only the third university in the Czech Republic to receive this award.

In June 2021, an internal evaluation of the implementation of the action plan took place without an on-site evaluation committee visit. A new action plan for the years 2021 - 2024 was drawn up.

In June 2024, an internal evaluation of the implementation of the action plan took place and University of Ostrava expects an evaluation by external evaluators (three international experts) and an on-site visit during an autumn.

Thanks to this prestigious award, the University of Ostrava can continue to attract professionals from abroad to a quality work environment. We have gained a better connection with the pan-European network of research organizations and an advantage in applying for funding for research activities. HR strategy, which was part of the previous strategic plan of the university until 2020, and is an integral part of the new UO Strategic Plan 2021-2025, allowing us to gradually improve the system of development and training of employees, popularize research & development, and bring the results of research & development to professionals and the lay public alike.

Current strengths and weaknesses

1. Ethical and professional aspects

Strengths:

- **International certification ASIIN:** The university successfully passed the process of international certification in 2022 and thus was awarded a prestigious Certification of the Quality Management System.
- **Strategy:** The Strategic Plan of the University of Ostrava 2021 – 2025 defined the principles corresponding to the Charter and the Code.
- **Freedom of research:** The UO does not limit the freedom of research, which is reflected in research results. More than 90 % of the respondents to the employee questionnaire are satisfied with the university's approach to research freedom, such as choice of scientific topics, scientific integrity, open science, access to electronic information resources.
- **Code of Ethics:** The UO released a new Code of Ethics for Employees and Students in 2024. The Code also covers ethics of research and plagiarism, and determines the rules for the Ethics Committee for Research at the UO. Code of Ethics: <https://dokumenty.osu.cz/osu/eticky-kodex-en.pdf>
- **Applied research:** The University has established the Knowledge and Technology Transfer Centre (hereinafter as the “KTTC UO”), which also implements education of staff in this area.
- **Evaluation of employees:** The University of Ostrava has implemented the system of employee evaluation as a crucial communication and HR management tool.
- **Popularization of science:** In the last period, the UO significantly strengthened its activities in the area of PR and science and art popularization, thanks to the realization of popularizing educational events, publishing of popularizing educational videos in various languages, popularization of science via electronic and printed form of periodicals, and especially organizing employees’ trainings on new forms of popularization of research.
- **Social safety:** The UO participated in an international survey of gender-based violence UNI SAFE. The UO has then focused on the area of Social Safety, created a strategy for this area, determined processes, and staffed the position of the UO ombudsperson for employees and students. A gender audit has been elaborated and an Action Plan of Gender Equality has been set (<https://dokumenty.osu.cz/osu/acction-plan-of-gender-equality-at-the-university-of-ostrava.pdf>).
- **Plagiarism:** A new Rector’s Order on working with AI has been issued. This Order stipulates the rules of its use when elaborating academic work.
- **Doctoral school:** A so-called Doctoral School has been established, which focuses especially on education of PhD students.

- **Open science:** In order to manage publications by the University of Ostrava as a publisher, a new repository based on the Dspace software technology has been released (<https://eduo.osu.cz/>).

Weaknesses:

- **Applied research:** It is crucial to strengthen the awareness of employees about the possibilities of using the KTTC UO services and to focus more on a network of prospective partners.
- **Evaluation of employees:** There is a lack of continuity of the evaluation of employees with further managerial decisions and there is no tool to check the interconnection of the university strategic goals with the setting of the career-development goals of employees and evaluation.
- **Popularization of science:** The UO is aware of the need to systematically disseminate and popularize scientific outputs. The current situation is strongly dependent on the activities of individual faculties and research teams. However, not all significant events are popularized due to late or lack of communication, lack of personnel respectively.
- **Social safety:** The UO must gradually promote related principles as a part of regular academic culture, primarily in employees since this group often questions or even denies this crucial change of approach.
- **Plagiarism:** The UO does not have a set regularity of training in the area of plagiarism and ethics in research.
- **Doctoral school:** The UO has initialized steps towards the Doctoral school. However, this topic must be further elaborated, long-term monitoring of doctoral studies introduced to evaluate the effectiveness, contribution and impact on a successful termination, and the outputs reacted to.
- **Open science:** The issue of Open science is not encompassed comprehensively at the UO, there are no exact rules of how to work with research data.

2. Recruitment and selection

Strengths:

- **Transparency and openness of advertising:** Job advertisements include a detailed description of the offered job position, requirements on qualification, practice and professionalism of the applicant, details on working conditions and benefits. The recruitment process considers the Charter and Code. Job advertisements for the positions of academic and research staff are always submitted to EURAXESS, researchjobs, or researchgate.
- **Objective recruitment panel:** Gender and age diversity of the recruitment panel is respected at the UO. One of the panel members for the recruitment of academic or research staff is always an external member in order to ensure higher objectivity of the recruitment procedure.

- **Recruitment regulations:** The UO has issued the Regulations on Recruitment Procedures, which implements the OTM-R principles. The Regulation was updated in 2022 to reflect current needs from practice. The update has increased the transparency of the recruitment procedures, stipulated the rules for advertising, structure of the committees including the obligatory external member, and the process of recruitment procedure termination. Another recruitment process is specified in the Rector's Order on Personnel work at the UO, which was issued in September 2023.
- **Online interviews with applicants:** In order to ensure higher openness of the recruitment procedure, the university enables its applicants to participate in online interviews. It concerns, for example, persons with longer commuting time, caring persons, or foreign applicants.
- **Catalogue of systemized positions:** A university Catalogue of systemized positions has been elaborated. This catalogue clearly states qualification requirements and general scope of work for individual positions. It also ensures unified processes when assessing applicant's qualification and equal opportunities when classifying staff in job positions. Current systemization of job positions for individual workplaces is available at the UO Portal.
- **Staff onboarding:** The creation of the onboarding process for new employees both in Czech and English. Onboarding usually lasts at least 3 months depending on the difficulty of the new employee's work.

Weaknesses:

- **Job position advertising:** Advertising seems to be uninteresting and not corresponding to current trends. It is necessary to make it more attractive (graphical and video presentation of workplaces), ensure better information availability for applicants both in Czech and English at the university website, and provide relevant information when advertising.
- **Recruitment panel:** Panel members are not always well-trained in how to carry out interviews with applicants, they often focus on professional level rather than assessing the overall applicant's personality.
- **Catalogue of systemized positions:** The Catalogue is getting outdated and it is sometimes troublesome to use it. Current definition of a postdoc and several other positions in research teams seems to be insufficient. It is necessary to revise the Catalogue and focus on redefinition of primarily postdoc and researcher/researching academic staff.
- **Communication:** PhD candidates (along with other exempt employees who are not subject to assessment) are not regularly updated on their duties and rights, career development, and requirements for scientific and other outputs.
- **Information on career development:** Before the start of the recruitment procedure, the applicant is informed about the position, benefits, duration of the employment

relationship and others, but is not always informed about career opportunities and the UO does not have a clearly established system of employee career development. The development of the methodology is the goal of a joint project of Czech universities for the years 2024-2025.

- **Web presentation of the UO:** The webpage of the UO does not provide sufficient information for job applicants. Primarily foreign applicants might face information difficulties.
- **Recruitment procedure and adaptation process for foreigners:** Methodical management of the recruitment procedure of foreigners is centralized in one employee at the Rectorate without a sufficient substitute. The care for such employees during onboarding is scattered between the managing employee and personnel staff, and it is not well conceptually handled.

3. Working conditions and social stability

Strengths:

- **Flexible forms of working time:** The UO emphasises flexible working time – for instance, flexible working hours, half- or part-time job. The university promotes distance form of work, such as home office, and its rules are stipulated in a Rector's Order. The UO allows its employees to combine maternity or parental leave with work.
- **Working conditions and support of research:** The results of the survey show that 88 % out of 421 responding staff have suitable working conditions. More than 60 % of the academic/research respondents are satisfied with the support of their research/development/creative activities.
- **Support of employees with special needs:** The university disposes of barrier-free buildings. Regarding reconstructions or new buildings, the design takes into consideration conditions for such persons (primarily physical impairments). Employees and PhD candidates can take advantage of the Counselling Centre and the Pyramid Centre.
- **Employees' satisfaction:** More than 96 % of the respondents think that the UO enables its employees to combine professional and family life. More than 80 % of the respondents are satisfied with the UO benefits. Less than 70 % of the respondents are considering to leave the UO and more than 70 % of the respondents would recommend the UO as a good employer. A new collective agreement has been concluded for 2024 - 2026 with new benefits (such as support of physical activities and health care, creation of children group, and others). An overview of the benefits is graphically processed and regularly updated at the UO Portal.
- **Internal regulations:** In the last three years, there has been an update or creation of internal regulations fundamental for the university operation. These regulations are regularly revised.

- **Adaptation process of employees:** In 2023, a compulsory adaptation process for all new employees was introduced, both in Czech and English. Participating in this adaptation process will shorten and simplify onboarding of employees, thus bring benefits for the employer.
- **Reduction of bureaucratic load:** In the past three years, several administration processes have been digitalized and related staff bureaucratic load has been reduced. For example, we developed an electronic application for recording absence of an employee at the workplace, traveling orders, records of university property, rewards and financial control.

Weaknesses:

- **Remuneration:** More than 60 % of employees expressed their dissatisfaction with remuneration and 40 % of the respondents think that they do not get a corresponding share from their scientific/development achievements. Insufficient remuneration is the main factor why certain employees are considering to leave the UO.
- **Chaining of fixed-term employment contracts:** The survey results showed that 36 % of the questioned staff have a fixed-term employment contract, which might be demotivating for some employees.
- **Mentoring:** Every new employee undergoes an onboarding process and a corresponding managing employee or an appointed employee acts as a mentor in this onboarding process. The UO does not have a structured mentoring system in place. Only 31,1 % of the questioned researchers aged below 35 stated that they can address a mentor/supervisor/counsellor and 71 % would like to have such a position.
- **Balancing family and professional life:** The UO has not sufficiently deal with the conditions of certain disadvantaged groups of employees. These activities are addressed in the next Action Plan and the topic of work-life balance is a central HR topic for 2024 - 2025.

4. Education/training and development

Strengths:

- **Onboarding:** During onboarding, every new employee undergoes a set of online trainings focused on activities necessary for their work. The courses are then available permanently.
- **SEDUO:** Employees have the opportunity to use the SEDUO platform, which provides educational courses in professional, language, or IT skills. It also offers a wide range of courses for personal growth, including burnout prevention, for example.
- **Library:** Employees have the opportunity to use the library services free of charge. The library organizes lectures and workshops on the area of plagiarism, data fabrication and misconduct.

- **Knowledge and Technology Transfer Centre** organizes courses on the topic of intellectual property protection and knowledge and technology transfer. Centre also provides regular meetings in this area.
- **Evaluation** is perceived at the UO as a crucial tool for staff development. Managing employees have been trained in terms of a set system of evaluation. The training is repeated 1x year for new employees. The managing employees have also been trained how to correctly evaluate and approach the evaluation interview so that it is beneficial for both parties. Both trainings are permanently available in an electronic form in LMS Moodle (an online educational platform at the UO).
- **Učím na Ostravské:** The creation of platform Učím na Ostravské (I teach at the UO) enabled both personal participation and using available materials to all UO employees. These activities provide the opportunities to share good practices among teachers, hold workshops, access e-courses, or ask for individual consultancy in this area.
- **Science popularization activities:** In terms of science popularization, the UO organizes expert discussions and meeting with renowned personalities of the university over topics across such a wide area. The discussions are available for the public.

Weaknesses:

- **Evaluation:** There is a lack of continuity of the evaluation of employees with further managerial decisions and there is no tool to check the interconnection of the university strategic goals with the setting of the career-development goals of employees and evaluation. We also perceive the problem of outdated rules for evaluating science at the UO.
- **Managerial skills:** The newly implemented evaluation system has integrated the development of key competencies, but the UO find the key issue in the lack of systematic control in education of managing employees in the area of management and HR. More than 40 % of the academic and research staff considers appraisal of their activities by their head as insufficient.
- **Staff training:** The results show that almost 20 % of the respondents think that there is a lack of information on training offers. More than 80 % of the employees would like to have more information on organized educational events.
- **Mentoring:** The results show the need of a mentor/supervisor/counsellor who would help employees/PhD candidates provide advisory services regarding their career development. 30 % of the respondents perceives mentoring as a useful tool in their career development and thinks that the university needs it.
- **Career growth:** The UO does not have elaborated rules for career growth of employees of all categories.

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

The basic document determining the priorities and development goals of the UO is **the University of Ostrava Strategic Plan**, which is elaborated for a five-year period. Each year, the Implementation Plan of Strategic Plan of the UO is elaborated. This Implementation Plan reacts to current social and university needs as well as national strategic objectives of the MEYS. The Implementation Plan can include reflections on the before-mentioned, changes and modifications to the set objectives, or new objectives might be added. It concerns a binding document created by all stakeholders (academic staff, students, administrative staff, employers, self-government bodies). Its implementation is assessed and verified annually. The current Strategic Plan is elaborated in accordance with the **Strategic Plan of the Ministry for Higher Education for the period from 2021 to 2025**, which was created by the Ministry of Education, Youth and Sports (MEYS) and which reflects other strategic documents both at the national and EU level (p. 6 of the Strategic Plan).

The University of Ostrava Strategic Plan 2021 - 2025 is a currently valid document. The Strategic Plan is divided into six **priorities** that further split into sub-**goals** and those into **measures**. Individual priorities hold measurable set **indicators**.

Related to nationally vibrant topics, two recent years have witnessed a significant strengthening in some of the areas of the Strategic Plan of the MEYS, which are also reflected in the UO activities. This has accented certain areas and resulted in priority modifications in the Implementation Plans. There is a higher emphasis in the following priorities:

- students in doctoral study programmes, their working and wage conditions, revision of a pilot run and completion/update of the doctoral school focused specifically on education and development of PhD candidates;
- balancing family and professional life of employees;
- social safety focused on employees and students;
- education and individual development of employees;
- remuneration strategies and equal opportunities in this area;
- transparency and details of provided information on employees' evaluation in relation to the update methodologies for science and research evaluation at the national and institutional level;
- open science, stipulation of rules for work with scientific data and open science for the public;
- strategic management of higher education institutions and key elements of higher education;
- internationalization (incl. university alliances, where the UO is part of the NEOLAIA Alliance);
- digitization and reduction of bureaucratic load of employees;
- implementation of AI elements into the educational process and activities of the UO;
- specific needs of employees and students;

- possibility to use the Counselling and Career Centre of the UO by the employees.

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

The HR strategy of the UO is typically determined by external influences which must be responded to. The biggest problem for the UO in the area of material resources is insufficient funding. The UO is a public university and is, therefore, largely dependent on state funding, particularly funding for the renewal and development of its assets and staff costs. With regard to the way the university was established, the university has so far often been housed in historic buildings which were not primarily intended for teaching, let alone for university teaching and research. In terms of the necessary funding for their renovation, it must therefore rely on a state contribution that does not reflect the needs of the university. The state contribution also finances salaries of the employees. Therefore, the university tries to obtain funding from other sources - in particular from the European Union's structural funds. However, these sources are often conditioned by a more significant development of the university's activities, for which, due to the way public universities are financed in the Czech Republic, the university would need a much higher annual contribution. The university often finds itself in a vicious circle, as it needs EU structural funds to finance salaries of its employees. Moreover, the situation has been significantly aggravated by recent developments in all areas of the market due to the Covid -19 pandemic and the Russian aggression in Ukraine.

Remuneration is a weak area of the university and HR policy is significantly affected by this fact. Due to the policy of the previous government, the salaries of the pedagogical staff at primary and secondary schools have significantly grown. However, not at higher education institutions. In the last three years, the university has witnessed a situation when a large number of academic staff was considering, and still is, whether a move to the regional educational sector is not more financially beneficial. The situation has become worse in the past two years due to extreme inflation (2022 16,2 % and 2023 10,7 %) as an after-effect of the Covid-19 pandemic and the Russian aggression in Ukraine. The UO was forced to react to the situation at its maximum possible level of a wage increase (see the 2024 survey among the employees when more than 70 % of the employees are not satisfied with remuneration) as well as by prioritizing of other areas taking into consideration employees' needs, such as communication, working conditions - benefits, balancing family and professional life, work time flexibility, debureaucratization, and others, so that these conditions would exceed other employers' standards and motivate our employees to stay at the UO.

The activities listed below are therefore currently prioritized and have also influenced the activities in the new Action Plan.

Activities of HR strategy implementation have been primarily highlighted in the areas, such as:

- balancing family and professional life of employees;
- social safety, wellbeing, equality, individual development;
- remuneration strategies and equal opportunities in this area;
- communication inwards the university;
- evaluation of employees and institution in terms of scientific outputs and updates in approaches of how to assess science;
- internationalization (incl. university alliances, where the UO is part of the NEOLAIA Alliance);
- reduction of bureaucratic load of employees;
- specific needs of employees and students, such as physical impairments. Concerning reconstructions and new buildings, it is necessary to reflect these needs and the buildings are designed to take into consideration the needs of the people who use them.

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

There are several strategic decisions that influenced following areas at the university:

- **Mentoring:** Currently, mentoring at the UO is divided between the head of the adaptation process, supervisor, superior, and mentor. The anchoring of the mentor's position, division of powers and duties between the mentioned stakeholders and the process of mentor's appointment is a subject to a discussion among the higher education institutions in the Czech Republic in terms of joint development project in 2024 – 2025. The goal is to encompass this area in an uniform way across all universities. Related to this discussion, the UO must adopt a strategic decision on the concept of mentoring at the UO as a comprehensive process, not only for new employees and doctoral students, but for guarantors and managing employees as well. A survey among our employees revealed that more than 20 % of employees aged under 35 do not have any person at their workplace to address regarding help and more than 52,7 % perceive that the presence of such a person would be beneficial. Concerning age management and exit policy, there is a question of engaging senior employees into the mentoring process of new employees.
- **Modification of the Higher Education Act:** The MEYS is preparing a substantial amendment to the Higher Education Act, which is the fundamental pillar of higher education institutions operation. The amendment primarily focuses on modifying doctoral studies and related scholarship for PhD candidates. This amendment will have a significant impact on the functioning of individual faculties of the UO. Financial possibilities of individual university parts will impact on the number of full-time PhD candidates, which will considerably affect the operation of departments at the given faculties.

- **HR Policy:** The area of human resources at the UO is regularly monitored and evaluated. A basic overview of current personnel management and its development since 2016 is available at: <https://www.osu.eu/numbers-facts-and-statistics/>. The data shows that there has been a significant growth in the total number of employees. In addition, numerous administrative processes have been centralized from the faculty to the university level, which resulted in a more effective use of human resources, more quality transfer of know-how, and securing of institutional memory. As stated above, a relevant risk to the UO is represented by insufficient funding from the state and dependence on external resources (grants). The Czech Rectors Conference is dealing with the MEYS about a change in the methodology of higher education institutions budget distribution, which would have a significant impact on funding of higher education institutions (incl. the UO) and which would enable their further development. In terms of HR policy, the UO could be focused more expansively as in the past, primarily towards outside the university aiming at addressing not only excellent researchers from abroad, but strengthening further university development towards the development of educational programmes as well. These cannot be implemented without sufficiently erudite staff. If there is no change in the funding of the higher education institutions (incl. the UO), the HR policy will focus inwards the UO, similarly to the last three years, aiming at keeping the employees and their motivation to develop the UO as such. A focus on the streamlining of university operations and a related sustainable exit policy or a sustainable policy of gradual reduction in the number of employees and workplaces is not excluded.

Comments on the implementation of the OTM-R principles

There are three main areas monitored within the OTM-R policy:

1. Publishing of a job position
2. Recruitment and assessment
3. Termination phase of the recruitment procedure

Ad 1) Publishing of a job position

In compliance with open and transparent recruitment procedures, job position advertisements are formulated as briefly and clearly as possible. These job advertisements contain the following details published directly in the advertisement, or using links containing the given information:

- the title of the job position;
- description of the job position;
- duration of the employment relationship (fixed/indefinite);
- planned start date;
- specification of the applicant's international research profile (R1-R4);
- planned contracted percentage of full-time working hours;

- required qualifications and other requirements for the position;
- list of the documentation that the applicant is required to submit;
- date, manner, form and place of delivery of the application and the required documentation;
- language in which the recruitment procedure will be conducted;
- information on benefits;
- contact details for enquiries.

Detail information of the wage conditions and career development are provided to candidates who are invited to an interview as part of the recruitment.

Date of the recruitment procedure announcement and the deadline for application submission - there is a 30-day period between the two dates.

Publishing of advertisements

Every open job offer is always advertised at the UO website, depending on the nature of the job position at other platforms as well. The job advertisements always use gender-neutral language.

www.euraxess.cz, www.researchjobs.cz, www.researchgate.cz, www.jobs.cz, LinkedIn, Facebook and other social networks.

Confirmation of application acceptance and other information

Applicants who have sent the relevant documents to the UO are informed by e-mail about the delivery and further steps.

Ad 2) Recruitment panel and assessment of the applications

The assessment of an applicant's suitability is based on a comprehensive evaluation of a range of factors determined by the nature of the job position in question (e.g. the applicant's level of expertise, prior job experience, experience of working abroad, experience of working in the private sector, quality and quantity of creative activities, quality of teaching activities, experience of knowledge transfer, patents and inventions, experience of popularizing the results of creative activities, positive and helpful attitude, experience of managing employees, knowledge of English and other foreign languages, creativity, ability to work independently, etc.).

The recruitment panel is appointed by the head of the relevant unit and an external person is required to be a member of the panel. The new modifications reflect various principles of an open, transparent recruitment procedure.

There is a need to focus on the training of the members of the panel and increasing their competences in the field of staff recruitment.

Ad 3) Termination phase of the recruitment procedure

Having terminated all rounds of the recruitment procedure, the recruitment panel elaborates assessment and order of all applicants. The job position is offered to the most successful applicant by the HR department and, if accepted by the applicant, the recruitment procedure

is considered terminated. Alternatively, the announcer might terminate the recruitment procedure any time without selecting any candidates.

The Regulations on the Recruitment Procedures are part of the main documents of the UO issued in accordance with the Higher Education Act.

Evaluation of the implementation of the Action Plan

1. Ethical and professional aspects

Below there are the activities, key indicators of individual areas of the action plan and comments on their fulfilment.

Related principle	Activity	KPI	EVALUATION
Supervision and managerial duties Evaluation and Appraisal system	Completion of modifications of the portal application for monitoring annual plans and performance indicators	Modified portal application for monitoring annual plans, performance indicators	COMPLETED

Comments:

The university Portal offers an electronic environment for employee evaluation. To the date of submitting this report, the electronic version is available for academic and research staff. From 2025 onwards, the electronic system will also be available for administrative employees and workers.

The system follows the process stipulated by the Rector's Order and is a tool for its implementation. First, an employee proposes their own career development plan (for 3 years in fixed-term contracts, for 5 years in indefinite contracts). An interview is then held with the managing employee, a discussion takes place and the managing employee finalizes and approves the employee's career development plan. The employee receives an e-mail notification of the approval of the plan. Once a year, an evaluation of the ongoing implementation of the plan is carried out. In the electronic system, the employee first assesses how they are progressing towards the set goals or indicates the cause preventing to achieve them. The set goals can be modified during the evaluation in terms of the workplace strategy, changes in priorities, or the employee's focus. After 3 or 5 years (depending on employment contract), an evaluation of the completion of the career development plan is carried out and a new plan is set for the next period.

In the next period, the University will prepare an electronic environment for the evaluation of the non-academic staff. The results of the questionnaire survey show that only 20 % of the respondents find the evaluation system at the UO completely useless.

Related principle	Activity	KPI	EVALUATION
Evaluation and Appraisal system	Completion and implementation of the document, more precisely Rector's Order "Research Evaluation System"	Rector's Measure "Research Evaluation System"	COMPLETED in the form of budgetary rules
Funding (and salaries)		System implementation	COMPLETED

Comments:

Rector's Order – Budgetary rules: The system of science evaluation is part of the budgetary rules and with respect to global parametrization and formative evaluation, the system aims at a new concept of science evaluation (<https://research-and->

innovation.ec.europa.eu/news/all-research-and-innovation-news/reforming-research-assessment-agreement-now-final-2022-07-20_en).

Therefore, it was not issued as a Rector's Order, but is part of the budget methodology approved by the Academic Senate of the UO. Thus, it is available to all parts and employees of the university.

System implementation: The UO has been targeting in long-term at one of its priority goals, which is to create conditions for the development of excellence creative activities, both in terms of basic and applied research with high social relevance. The most important external influences which impacted on the development of creative activities and the evaluation system were gradual implementation of a new national methodology of assessing research organisations (M17+), related changes in funding distribution for a long-term conceptual development of organisations (so-called DKRVO), and a newly prepared strategic plan of the MEYS for the area of higher education. Related to the mentioned changes, it was necessary to adapt the whole system of strategic decision making at the UO in order to ensure a higher emphasis on quality outputs while respecting specific nature of individual areas of creative activities, parts of the university respectively.

Until 2020, funds were allocated to individual parts according to a methodology based on the existing methodology of RVVI (Research, Development, and Innovation Council), which distributed the total financial amount based on institutions' share of publication performance measured by points. The parts then reallocated the funds to individual subunits (departments, research centres) or used part of the funds to support specific areas within prioritization in line with the main research directions (<https://www.osu.eu/research-initiatives>). The main part of the financial support for 2021 was already distributed according to a new system, which is multicriteria. Specific indicators (6-7 quantitative and qualitative parameters) are set for each part, corresponding to the structure of scientific fields and types of outputs at the given part.

Indicators are evaluated over the last 3-year period with much greater consideration given to the differences between individual research fields (parts). In the case of natural and medical sciences, the emphasis is primarily put on bibliometric results (for instance, the number and quality of articles in IF journals), whereas non-bibliometric results (for instance, monographs and chapters in monographs) are more heavily considered for social sciences and humanities. Fund reallocation is thus conducted on a finer scale, using complex analytical tools available in WoS (InCites) and Scopus (SciVal), and taking into account the specifics of the given research fields or university parts. Performance in additional parameters is also assessed, such as the results of faculty evaluations at the national level M17+ (Module 1), the volume of funding for knowledge and technology transfer, the proportion of FTEs on research projects, etc. Different weights and target values are set for each part based on disciplinary expectations. Publication performance and many other indicators are always related to the number of employees, enabling comparisons across differently sized parts of UO and with other universities/faculties on both a national and international scale.

Individual parameters have different weights (1 to 5, according to the relevance for the given part), other selected parameters (primarily those aiming at quality, but not specific faculty outputs) use a compensation system. The parameters have evaluation intervals with assigned performance categories (A-E). The values of individual intervals have been

set based on a comparison of the performance of the leading faculties in the Czech Republic that focus on the given field of science.

Related principle	Activity	KPI	EVALUATION
Supervision and managerial duties		Evaluation system for academic and non-academic staff	COMPLETED
Evaluation and Appraisal system	Implementation of a revised employee evaluation system	Implementation of employee evaluation	COMPLETED
Funding (and salaries)			

Comments:

The employee evaluation system is an important HR tool. Feedback is a necessary motivational factor for employees. The Regulations of the Career System at the University of Ostrava governs basic principles of employee evaluation. Based on the basic principles established in the Career Regulations, the University of Ostrava has followed up with a Rector's Order for the evaluation of academic and research staff and another Rector's Order for the evaluation of administrative employees and workers. Before the order had been issued, a survey was conducted among the employees of the Faculty of Education of the University of Ostrava, where the survey had not been conducted yet, and among the employees of the Institute for Research and Application of Fuzzy Modeling, where the survey had already been conducted. The survey outcome was the level of interest in evaluation, when the employees primarily praised the possibility of getting feedback from their managing employee as well as the room for discussion over expected goals and further development of the employee and workplace. Moreover, most of the respondents expressed their worries about possible biased evaluation, which might be abused and in case of inappropriately set goals lead to biased evaluation of the employees. Not only based on the survey outcomes, but based on experience and best practices sharing by other universities, where evaluation is already implemented, a unique system of UO employee evaluation has been created.

The database of performance indicators includes indicators from activities related to education (number of students, number of lectures/lessons, number of final thesis supervisions) as well as parameters related to research/artistic/creative activities as such. In addition, the database shows results of student evaluation and serves for managing employees as a source of information for academic and research staff evaluation. The second tool are career development plans, which are annually evaluated by managing employees. Therefore, there is an annual evaluation of goals completion.

A basic pillar of employee evaluation at the UO are primarily personal interviews with the managing employee, determination of goals in evaluated areas, and a regular evaluation of goals completion. The evaluated areas, in line with the type of work performed, focus on the activities in personal and professional development for non-academic employees, and on teaching and creative activities, internationalization, third role, and personal and professional development for academic and research staff. The principle of evaluation is based on the participation of employees in this evaluation, where the employee proposes their own career development plan, which is subsequently confirmed or adjusted after

a discussion with the managing employee. The self-evaluation before the evaluation interview with the managing employee also takes place. The University of Ostrava believes that the possibility for employees to participate in setting the career development plan and in its evaluation contributes to greater employee engagement in this process and better subjective acceptance of the set goals. The first evaluation of employees has already taken place across all categories of employees, although it began a year earlier for academic and research staff. The Regulations of Career System at the University of Ostrava can be found here: <https://dokumenty.osu.cz/osu/karierni-rad-en-06032019.pdf> and the relevant Rector's Orders can be found on the employer's Portal, which is accessible to university employees after logging in. The results of the questionnaire survey showed that almost 50 % of employees consider the evaluation beneficial.

2. Recruitment and Selection

Related principle	Activity	KPI	EVALUATION
Recruitment	Rector's Order on the establishment of an employment relationship as a supplement to the Regulations on the Recruitment Procedures, including the model of the Job Offer, Adaptation Plan	Rector's measure "Establishment of employment"	COMPLETED
Recruitment (Code)		Sample forms	COMPLETED

Comments:

As of September 2023, a new Rector's Order - Personnel work at the UO - has come to effect. It contains a detailed description of the recruitment process, work with systemization of positions and HR planning. In addition, it covers changes to or termination of employment, obligatory parts of an employment contract, and includes all template forms. The order also contains information of the rules to record working hours, wage accountancy, information on the rules of performing other income-generating activities and concluding qualification contracts in case of increasing or extending qualification. This Rector's Order is a complex methodical guide for work of HR departments, including the division of responsibilities for individual activities. Education and professional growth of employees, including onboarding and a template for the adaptation plan, is managed by Rector's Order - Education and Professional Development of Employees.

The Rector's Order Personnel work is a detailed methodical guide for all HR department staff and guarantees unified processes in the HR area at the UO. Certain complex procedures, such as employment termination by the employer, are then obligatorily consulted with the Rectorate due to unfavourable decision-making practice of courts regarding invalidity of such termination. The Rector's Order and all related appendices in Czech and English are available at the UO Portal.

Related principle	Activity	KPI	EVALUATION
Recruitment	Systematization of job positions - transparent classification of employees to job positions	Revision of the existing OR for systematization	IN PROGRESS
Recruitment (Code)		Digitization of the Catalogue of systemized places	IN PROGRESS
		Template revision Description of the job and work activity	COMPLETED

Comments:

The Catalogue of systemized positions is part of the Rector’s Order - Systemization of job positions at the University of Ostrava. The University of Ostrava started to revise the 2019 Catalogue in 2021, which was related to the requirements of project departments with a number of job positions within grant programmes. The revision was also needed due to the finding that the university has 8 wage classes, where the original intention was to correspond to 8 groups with guaranteed wage determined by law. Over the years, the guaranteed wages have increased and the internal regulation of the university did not correspond to the increase. Therefore, the revision of the Catalogue was identified as crucial so that systemized positions are classified into correct wage classes (in most case to a lower wage class than determined by the Catalogue).

In 2022, a working group started revising the Catalogue under the Centre for HR Management. It was found out that some positions are classified in a higher class than they should be. The wage situation at the university was not favourable for such a revision since it would result in wage decrease of certain employees (that was a period when national strikes of students and university staff for wage increase were being held). The revision of the Catalogue of systemized positions was then postponed to a more suitable period.

In 2024, the working group renewed its activities and currently a new proposal of the revision of the Catalogue of systemized positions is being submitted for internal discussion. The new proposal also included a redefinition of the position of a PhD candidates and anchors the research academic staff position. The termination of the revision is planned for December 2024. Before its release, it will be discussed with the labour union association active at the employer as a representative of employees.

Related principle	Activity	KPI	EVALUATION
Recruitment		Training/self-study	COMPLETED
Recruitment (Code)	Continue the started steps of the onboarding and adaptation programme of employees - education/training, information	Availability of materials for self-education	COMPLETED
		Information videos	COMPLETED
		Number of training courses/sessions	COMPLETED, available in LMC Moodle

Comments:

In 2023, a Rector’s Order – Education and Professional Development of Employees, also including a modification of the adaptation process, was issued. All employees can take advantage of newly created onboarding courses divided into categories according to managing or regular employees. The courses are available online in LMS Moodle. The courses are focused on general onboarding (general information about the university, faculties, and other workplaces) as well as on particular activities, regulations, systems, and processes that employees come across: such as evaluation, using e-mail, Portal, cybersecurity, travel orders, recording of working hours, creation, change or termination of employment relationships, archiving services, etc. The adaptation process is obligatory

for all new employees. Video-presentation of the Rectorate workplaces with their heads are part of the onboarding.

The survey shows that more than 60 % of respondents consider their adaptation process as sufficient. Since the onboarding was launched in autumn 2023, relevant feedback might be expected in the next university satisfaction survey.

3. Working conditions

Related principle	Activity	KPI	EVALUATION
Non - discrimination	Establishment of the Ombudsman institution	Person of the Employee Ombudsman.	COMPLETED
		Introduction of regular surveys/questionnaires on discrimination, gender issues.	COMPLETED
		academic integrity	COMPLETED
		Creating methodological rules for resolving disputes and dealing with inappropriate behaviour	COMPLETED

Comments:

In 2023, a Rector's Order Social Safety at the UO was issued and the position of a UO ombudsperson was created. At the same time, the university purchased and uses Electronic communication system at the *Nenech to být (Don't let it be)* platform, which was initially developed as a whistle-blower platform and which enables fully anonymous and safe communication. At the faculty level and other university parts, positions of contact persons were created and occupied, with whom anyone can consult the issues regarding social safety. The system of social safety at the UO is fully implemented and the university and faculty ombudspersons investigate initiatives from employees and students. The survey reveals that only 27 % of respondents perceive the social safety system at university as useless.

In 2022, the UO participated in the UNI SAFE survey focused on gender-based violence. In cooperation with the Academy of Sciences, the data was interpreted and the findings resulted in elaboration of [Practical Guide of Social Safety at the UO](#), where staff and students can find descriptions of risk situations at the university as well as recommendations how to prevent problems.

The UO also coordinated a joint output of higher education institutions in the Czech Republic and created 4 educational videos aiming to stimulate relevant social discussion. The videos were debated with secondary-school students within an event entitled *Noc práva (Night of law)* in Ostrava as well as with academic staff within festival *Učím na Ostravské (I teach at the UO)* in June 2024. Links to the videos are available below. In 2024,

the University of Ostrava still coordinates joint outputs of higher education institutions in the Czech Republic in a project focused on, among others, work-life balance and social safety.

Educational videos:

- YOU DON'T HAVE TO – YOU CAN!
https://youtu.be/5m3_EimDz1M
- MEASURE FOR MEASURE
https://youtu.be/RS2sebY_m3M
- IT DOESN'T CONCERN ME
<https://youtu.be/t80ABCDnkHY>
- IT WAS JUST A PHOTO
https://youtu.be/vw7_azShkpU
- NO MEANS NO
<https://youtu.be/cl31HQKeZXY>

Related principle	Activity	KPI	EVALUATION
Gender balance	Involvement in the European international project UniSAFE	Accession to the memorandum/memoranda	COMPLETED
		Building a knowledge base and operational tools to ensure the security of the university as a research institution	COMPLETED
		Training schedule	IN PROGRESS
		Staff training	COMPLETED

Comments:

In 2022, the UO participated in the UNI SAFE survey focused on gender-based violence. In cooperation with the Academy of Sciences, the data was interpreted and the findings resulted in elaboration of [Practical Guide of Social Safety at the UO](#), where staff and students can find descriptions of risk situations at the university as well as recommendations how to prevent problems.

In November 2023, the UO organised a discussion of its employees and students with an advocate Lucie Hrdá, a founder of initiative [Bez trestu \(Without penalty\)](#). At the turn of 2024, a series of videos focused on social safety were introduced. The videos were created in cooperation with other universities followed by [discussions](#) with staff and students on social safety.

The videos created by the UO (see the link above) on the social safety issue and expert commentaries were presented at the UO social networks. In June 2024, the topics of social safety was introduced by the UO ombudsperson at the *Učím na Ostravské (I teach at the UO)* festival. Other discussions on social safety were held in autumn 2023 and April 2024, each time engaging staff and students.

The UO has a working group on social safety, whose 2024 goal is to create a campaign and strategy to familiarize new students with the ways of dealing with social safety at the UO and to create an online course of social safety. There is already an ongoing introductory course of social safety in LMS Moodle available for all employees and its completion is part of the onboarding process of all new employees.

Related principle	Activity	KPI	EVALUATION
Working conditions	Methodology of drawing sabbatical leave	Issue of the OR for drawing creative leave	COMPLETED
Seniority		Training schedule	IN PROGRESS
		Staff training	COMPLETED

Comments:

In 2023, a Rector's Order – Conditions on Granting a Sabbatical leave at the UO – was issued. The order stipulates the conditions of submitting the application and the process of taking the leave, clarifies the role of the head of the department, and the possibility of setting required outputs. The Order includes templates documents. The rules for a sabbatical leave were presented at the Rector's Collegium and subsequently at the Deans' Collegium.

A sabbatical leave is de facto a legally entitled institute, its aim is to deepen and focus the employee's attention on creative activities and related outputs. The Rector's Order, therefore, establishes the rights of the heads of departments to determine the rules for taking a sabbatical leave and for the expected outputs.

The UO plans to create an internal grant program to support the utilization of a sabbatical leave, which depends on obtaining and allocating the related financial resources. It seems practical, considering the quality of the planned outputs, to allow employees to apply for a related grant to support the creation of outputs.

4. Education/training and development

Related principle	Activity	KPI	EVALUATION
Public engagement	Continue popularization educational activities incl. videos for those interested in research & development	Preparation and publication of popular educational videos in various language versions	COMPLETED

Comments:

In the past years, the Centre for Marketing and Communication has intensified events promoting/disseminating the research results of the UO staff. In 2018 – 2023, the UO acted as a national coordinator of the “Researchers’ Night”, which the UO is a regular participant as well. Researchers’ Night has become the largest national popularization event. The UO engaged all its parts and the participation ranged between 1500 – 3000 attendees a night. As part of national coordination, a completely new popularization competition project for scientists, called ČESKÝ VŠEVĚD, was launched in 2022. The first year was won by Eva Bílková, a PhD student from the Faculty of Science at the University of Ostrava, which led

to the 2023 Final being held at the University of Ostrava. The UO was also represented by Associate Professor Kateřina Mikulcová from the Faculty of Social Studies. A new concept for discussions with scientists and academics, called "Na Mlýně," was established and takes place in the newly renovated OUshop - the university store and bookstore. Since 2022, the Centre for Marketing and Communication has organized various expert discussions, book presentations, including their own publications. During the COVID-19 pandemic, a new popularization project called FACTUM OU was launched, aiming to bring the perspectives of the UO experts on current social issues. There has been a significant increase in the integration of popularization activities into various public events, such as workshop zones of the UO - Colours of Ostrava, Freedom Fest, Festival in the Streets, ParaSport Festival, etc. In 2023, a large festival called We are Ostravská! was held, where all faculties presented themselves in a popularization zone. In 2018, 2019, and 2022, the UO had its own popularization stage (together with the VŠB-TUO) at the Meltingpot Discussion Forum, which is part of the multi-genre festival Colours of Ostrava. After a one-year break, the UO will participate again in 2024, presenting top scientists and their scientific outputs from across the university. Additionally, the University of Ostrava will showcase its scientific research results for the first time at the Czech Academy of Sciences' Science Fair. The UO is also a member of the "Open science" project.

The videos are completed and in use. A major profile video about the University of Ostrava was created both in Czech and English and is utilized by the UO students and staff during work and representation trips to introduce the university. Videos from the series "A coffee with..." featuring our scientists have been uploaded to the UO YouTube channel. Due to their high-quality and valuable content, these videos continue to attract viewers even after several years, many reaching tens of thousands of views (some exceeding 20,000). The UO also plans to produce additional videos focused on specific research outputs of the UO scientists and academic staff, particularly those involved in the university's strategic research projects: DigiWell, LERCO, and REFRESH. Links to the popularization videos:

- Profile video of the UO in English:
<https://www.youtube.com/watch?v=VeF23CsIYw0>
- Profile video of the UO in Czech:
<https://www.youtube.com/watch?v=JiEEFoRkLXA&t=34s>
- A coffee with Jan Svoboda – School psychology:
<https://www.youtube.com/watch?v=k-EiF00Xm5k>
- A coffee with Jan Keller – The Revolution 4.0 – A Threat or a Promise:
<https://www.youtube.com/watch?v=3oTmyKyGx34>
- A coffee with Rastislav Maďar – Coronavirus in context:
<https://www.youtube.com/watch?v=T6iR5pE42NI&list=PLwO3aclkV0zSgCKPg8l36a0ES6U3941Tr&index=9>

Related principle	Activity	KPI	EVALUATION
Public engagement	Continue the marketing campaign to make the applicable results visible	Schedule of marketing events related to the Centre for Knowledge and Technology Transfer	IN PROGRESS
Dissemination and Exploitation of results		Implementation of marketing activities	COMPLETED

Comments:

The KTTC UO promotes dissemination activities primarily through e-mail or leaflet campaigns. Other used tools include LinkedIn and social networks of the UO, where reflections on held events, invitations, or promotion of significant commercialization and knowledge and technology transfer achievements are posted. In order to raise the awareness of KTTC activities and achieved successes, there is a platform OU@alive (online UO journal) promoting individual events and activities.

To raise awareness of the services and support offered by the KTTC, this department participates in a series of presentations for representatives of faculty departments led by the Vice-Rector for Research and Artistic Activities. In these presentations, they introduce the issues of handling intellectual property at the UO and outline specific processes, rights, and obligations associated with it.

In order to increase the motivation to disseminate results suitable for the application sphere, the UO has announced a call “company vouchers” within development projects. The call supported communication and cooperation with the application sphere. In January 2024, the UO took part in a call of the Czech Technology Agency (TA ČR) to submit project proposals of so-called Proof-of-concept. The objective of these activities was to verify the commercial potential of scientific and research outputs and to increase the effectiveness of transferring these into practice.

Within the NEOLAIA international alliance of universities, the KTTC UO collaborates with European universities on topics related to fostering entrepreneurship and innovative thinking among students. The goal is to share experience and, based on identified best practices, propose new measures to support and grow the innovation ecosystem in the region.

Apart from the above-mentioned activities, the KTTC UO engages in popularization and educational activities in the area of intellectual property management and student entrepreneurship. For this purpose, the KTTC conducts online educational activities (courses on intellectual property issues in LMS Moodle), informal meetings with UO staff and students (#TRANSFERKAFE), and an educational programme to support students' business ideas (BizOU). In 2023, the KTTC UO representatives also participated in the international UNIQUE SUMMIT OSTRAVA 2023 fair to raise awareness of UO's application potential and establish new partnerships with entities in the application sphere.

Additional information

The KTTC was established in 2021 by amending the Organizational Regulations of the Rectorate of the UO. This department ensures, among other things, methodological and service activities in the field of intellectual property management at the UO and provides support for the effective transfer of knowledge and technologies into practice. Along with the establishment of the KTTC UO, Rector's Orders were implemented to support the department's activities in the areas of intellectual property management, support for the implementation of contractual research, UO's participation in public tenders for the supply of research services, and the establishment of the Council for Commercialization. The Council for Commercialization is composed mainly of external members from the

corporate and financial sectors. Its task is to evaluate the potential of scientific, research, and innovation results for commercialization and to cooperate with the UO in the application of property rights to intellectual property entities.

Related principle	Activity	KPI	EVALUATION
Career development	Further develop a system of training students and academics in the field of plagiarism and academic integrity, and support the use of tools for detecting plagiarism (contract cheating), and for the protection of intellectual property.	Training schedule	COMPLETED
Good practice in research		Number trained	COMPLETED
Access to research training and continuous development			

Comments:

Lawyers working with the KTTC UO are engaged in further misconduct proceedings. They provide individual support to those interested in this area. At the national level (National Technical Library) courses are provided which are mediated to students. A lot of courses are created within the framework of structural funds, which must be provided free of charge. We use these offers and protect our own resources. The KTTC UO manages online courses in LMS Moodle that are focused on the development of student and academic and research staff competencies. The courses of handling intellectual property primarily include information on individual forms of protection and procedural setting of such protection and handling intellectual property at the UO. The courses of entrepreneurship and innovative thinking for students serves as a complementary material to practical workshops, which students take part in within the programme BizOU. The courses are prepared primarily in Czech. However, for the purposes of the Doctoral school, there are 3 courses in English. Apart from the online courses, the KTTC UO offers regular advisory services and counselling activities on demand. The numbers of participants are available in LMS Moodle.

The UO has accepted a membership in a consortium of higher education institutions in the project entitled Posílení prevence plagiátorství ve studentských pracech (Strengthening the Prevention of Plagiarism in Student Work), which was later followed by other Central Development Projects (CDP), which the UO was also part of. The project was investigated within the CDP <https://www.akademickaetika.cz/o-projektu/>, initially focused on plagiarism, later contracted cheating. Materials for students and staff were created and the UO participated in their creation as well.

There have been several workshops for the staff on the topic of academic ethics. The workshops were held at the university level under the auspices of the Vice-rector for Research and Artistic Activities. Currently, these activities are regularly organized by the University library. Plagiarism also relates to citations – citations, citation manager CitacePro and Zotero is part of the basic library offer of IT education in the form of consultations and seminars in cooperation with faculties. In 2022, the University library held a webinar for the UO staff on the topic of plagiarism. In 2024, the section of the Vice-rector for Research and Artistic Activities co-organized a seminar and webinar for staff and PhD candidates on the topic of plagiarism (Turnitin, Crosscheck).

The topic of academic ethics is also included in the Doctoral school (Scientometrie, publication strategy and supportive IT tools in science) as well as in some course for undergraduate students (for instance, Introduction to natural Sciences).

Open science

Another vibrant topic in the area of academic integrity is open science and the rules of work with research data.

The University of Ostrava reacts to the obligation resulting from the rules of the grant and project providers, European documents on Open science, and a prepared proposal of a new Czech legislation. In order to manage publications by the University of Ostrava as a publisher, a new repository based on the Dspace software technology has been released (<https://eduo.osu.cz/>), a new Rector’s Order ensuring better management of metadata of the UO authors in the university database system PUBL has been issued. The repository will include the publications in a suitable format. The newly issued Rector’s Order requires the authors to provide authors’ metadata in PUBL with a persistent identifier ORCID. In the future, technical interconnection of the PUBL database with the EDUO system) based on Dspace) will be discussed. Protection of research data of a non-publishing nature is now a subject to an analysis and setting at the intra-university level. Apart from the usability of the national infrastructure, interconnection with the infrastructure of one of the Neolaia partners, the University of Salerno, Italy, is also being considered.

A new Rector’s Order ensuring better management of metadata of the UO authors in the university database system PUBL has been issued.

Related principle	Activity	KPI	EVALUATION
Continuing Professional development	Continue further training in the field of mentoring, and further improve the mentoring system for beginning academics and researchers	Training schedule	IN PROGRESS
Good practice in research		Number of mentees / trained	IN PROGRESS
Access to research training and continuous development			

Comments:

Mentoring at the UO is currently split between the head of the onboarding process, supervisor, superior and mentor. The UO has to decide on a conceptual measure to encompass mentoring as a unified process, not only for new employees, but for the guarantors of study programmes or managing employees, and PhD candidates within the Doctoral school as well – for more information, see above.

Mentoring focused on PhD candidates has already been piloted and results were analysed. There was a course of mentoring for PhD candidates within the DGC (doctoral grant competition), where students were assigned a mentor (not necessarily the same person as the supervisor). These persons underwent courses focused on mentoring students and related coaching. Currently, the courses are not offered due to lack of funding.

The role of the mentor is not, unlike the supervisor’s, fully anchored in the accreditation documentation. A mentor is an expert who using mentoring based on their personal experience and professional level to expand the abilities and skills of the mentee. The mentee receives guidance that has proven to be correct. The mentor provides feedback

and is mentee’s informal advisor. The UO perceives this role as crucial primarily for junior researchers. For PhD candidates the emphasis is placed on the competencies of their supervisors, who ideally can, through a high-quality approach to their supervisory role, provide the PhD candidates with guidance that they might seek from a mentor. The UO participates in a central development project with other universities to discuss how to optimize the Standards for Supervisors and incorporate them into internal regulations.

In addition, the UO must also adopt a conceptual decision of whether mentoring is common part of work or whether the mentor should be evaluated within the annual plan or even remunerated. This decision planned for the next period is related to the issue of higher education institutions funding in the Czech Republic, as described in details above.

Related principle	Activity	KPI	EVALUATION
Continuing Professional Development	Provide mentoring/coaching in non-academic activities to reduce the bureaucratic burden on academic managers	Training schedule	COMPLETED in the form of electronicization of agendas and training in this area
		Number of mentees/coaches	COMPLETED in the form of electronicization of agendas and training in this area

Comments:

Following a survey conducted among employees between 2018 and 2021, and in relation to the Strategic Plan of the MEYS for 2021 – 2024, the university has gradually reduced the bureaucracy of administrative procedures, primarily through the digitization of administrative agendas. Activities necessary for meeting legal requirements and the daily operation of the university have been and are being progressively digitized. The priority of these processes and their digitization was determined by assessing the related workload on employees, financial costs, and the time availability of programmers (or external suppliers). Some processes were digitized in collaboration with external entities. For example, travel orders, asset management, work time records and approval of absences, employee evaluations, financial control in the employment area, and the approval of rewards have been digitized. Simultaneously, study systems have been digitized and further developed, which is especially appreciated by the academic staff. The application "Moje OU" ("My UO") was developed for both students and employees, allowing them to comfortably and clearly manage schedules, exams, consultations, and other related agendas, significantly simplifying administration for teachers. Currently, preparations are underway for the digitization of financial control approvals in other areas, work time reports, evaluations of non-academic staff, and the signing of employment-related documents. Excessive bureaucratic burden not only prevents employees from delivering their maximum work performance but also causes frustration and considerations of changing workplaces (see the survey among the employees in 2018, 2021, and 2024).

All managing and other related employees are always trained for newly implement electronic systems. Most trainings are also elaborated in an electronic version in LMS

Moodle, they are part of the onboarding process for new employees, and permanently available to all employees (e.g. absence records, employee evaluation, travel orders, etc.).

The employees can take advantage of numerous courses at the SEDUO platform which is focused on the burnout prevention, time management, and other courses on personal growth.

Related principle	Activity	KPI	EVALUATION
Good practice in research	To complete the doctoral school as a comprehensive tool for increasing the competencies of PhD students in the field of R&D and soft skills	Definition and implementation of a common basis for the Doctoral Degree Programme	COMPLETED
Continuing Professional Development		Introduction of a system of long-term monitoring of doctoral studies	COMPLETED
Access to research training and continuous development		Implementation of a pilot comprehensive analysis	COMPLETED
		Prepare an action plan for the development of doctoral study programmes	IN PROGRESS
		Electronic doctoral studies	IN PROGRESS

Comments:

The UO has established a so-called Doctoral School, which consists of several central cross-disciplinary courses that can be thematically and formally combined with the individual study plans of any student in any doctoral study program. These courses focus, for example, on academic English and writing scholarly publications, pedagogical skills, or qualitative and quantitative research methods. All courses are counted as elective subjects, so students receive a set number of credits for completing them. Since the establishment of the Doctoral School, the number and content of the courses have stabilized, and in the coming period, there will be a review of the needs and a potential expansion of the offer. Collaboration is also being discussed across partner universities within the Neolaia European University Alliance, which would allow for the sharing of these courses, including with the geographically close VŠB - Technical University of Ostrava and its Ph.D. Academy.

Definition and implementation of a common core for a doctoral study programme:

Doctoral study programmes are a crucial research element at universities. Students of these programmes fundamentally strengthen research teams and successful graduates creates research networks between institutions. The goal of the University of Ostrava is to create an effective and comprehensive system of breeding quality PhD candidates while emphasising students’ competencies, favourable social environment, internationalization, quality professional education, and ties with professional networks.

A common core of a doctoral study programme is the Doctoral school, which comprises 6 courses: Academic English, Academic writing, Methodology of quantitative research, Methodology of qualitative research, Scientometry, and Improving pedagogical skills.

Implementation of a system of doctoral studies long-term monitoring: This tool created in PowerBI provides clear, overall information on students in doctoral degree programmes, including their success rate or the length of study. It also enables generating and visualizing a wide range of analysis in real time.

Piloting a comprehensive analysis: A comprehensive analysis of the success rate or the length of study of PhD candidates covering years 2011 – 2022 have been elaborated.

Preparation of an action plan of doctoral study programmes development: The action plan has not been implemented due to the long-planned amendment to the Higher Education Act, which will initiate a reform of doctoral studies. This fact has already been mentioned in this report. Therefore, it considers not only university-level, but rather a national-level reforms of doctoral study programmes, which will result in changes of the action plan as well. The reform is also initiated by the MEYS by a central project entitled PPROVŠ (Programme to support strategic management of higher education institutions 2022 -2025), which the UO is part of as co-investigator.

How have you prepared for the internal review?

We prepared for the ongoing evaluation, both within the steering committee, and in central working group. The working group commented on the strengths and weaknesses of the UO, monitoring the implementation of the Action Plan. The group co-operated with the steering committee on the overall evaluation of the implementation.

Among the universities involved in the NEOLAIA alliance, we shared good practice in the field of HR and considered adopted the good practice.

The revised Action Plan is based on a mapping of the fulfilment of the revised Action Plan, which also reflects some of the objectives of the new Strategic Plan of the UO, as well as ongoing or planned projects.

Co-operation with other institutions that have received or continue to strive to obtain awards continued in the period under review. The mutual sharing of good practice and knowledge took place during personal meetings of representatives of institutions, during individual consultations. The topic of gender equality has recently been widely discussed across the institutions that have won the HR Award.

University focused on measurable indicators, employee satisfaction questionnaires, public discussion and employee needs, when creating the new action plan.

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

We put a lot of emphasis on the results of the employee questionnaire, which was also attended by doctoral students. We also involved the scientific community through a survey distributed to all university staff, in which we asked about changes in working conditions at the university in the last years, since receiving the HR Award.

Many topics were also discussed at the academic senate, where there are student and academic representatives across the university.

The evaluation of the Action Plan and new Action Plan were discussed at the Rector's Board, which includes university management, vice-rectors, vice-deans, representative of the academic senate and other senior employees.

The evaluation of the Action Plan was attended by a central working group consisting mainly of senior employees responsible for individual activities.

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

Yes. It is a steering committee, which consists of the university management, the guarantor and the investigator of the project, along with the head of the personnel department. The implementation of the Action Plan is also overseen by the project manager and his team. The implementation of the Action Plan is regularly discussed at meetings of the Rector's Board and at the Academic Senate of the UO.

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?

Yes, winning the HR Award and the related improvement in human resources have been an integral part of the UO's previous and currently adopted strategic plan.

In general, we can summarize that in the new strategic plan, we aim to support the motivational environment for employees, and improve the quality of care for them. One of these goals was to support tools for conflict mediation, prevention, and elimination of inappropriate behaviour among employees, such as the establishment of an employee ombudsman, the introduction of regular inquiries/questionnaires on discrimination, gender, academic integrity, methodological rules for dispute resolution and encountering inappropriate behaviour by other employees or managers.

In strategic plan for the year 2024, we will additionally focus on work life balance and care for our employees.

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

The basic tool for ensuring the implementation of the planned steps was, and is, their incorporation into the previous and new strategic plan of the university. This is a document that must be respected across the university, is approved by the Academic Senate of the university and its Board of Trustees, and a report on its ongoing implementation is submitted every year at these two forums. Another tool to ensure the implementation of the planned steps was, and is, to ensure their financing from the funds of the European Union operational programmes, which have strict rules for controlling the fulfilment of the planned activities. Last but not least, responsibility is determined at the level of Vice-Rectors for the fulfilment of individual steps, including the time schedule.

How are you monitoring progress (timeline)?

See the answer to the question "How does your organization ensure that planned action steps are implemented?".

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

The same as in the previous period. Each objective of the new Action Plan has, among other things, a key indicator or indicators, responsible persons, and a deadline for fulfilment. Most of the objectives are of a long-term nature, some exceed a period of 3 years, with regard to the connection with the Strategic Plan of the UO for the years 2021–2025. All sets goals will be included in the new strategic plan for the next period.

How do you expect to prepare for the external review?

In 2024, a university-wide project was completed. The goals of this project were fulfilled. Part of the goals corresponded to the Action Plan and the goals were met. Final evaluation report was drawn up and confirmed the fulfilment of the set goals.

More than 80 % of the respondents are satisfied with the changes in the HR area over the last two years.

The university successfully passed the process of international certification in 2022 and thus was awarded a prestigious Certification of the Quality Management System.

New Action Plan for the period July 2024 – June 2027

1. Ethical and professional aspects

Related principle	Activity	Target group	Shared responsibility	Deadline	KPI
<p>Supervision and managerial duties</p> <p>Research environment</p> <p>Evaluation and Appraisal system</p> <p>Recognition of the profession</p>	<p>Modification of rules for science evaluation at the UO</p>	<p>Academic and research staff</p>	<p>Vice-Rector for Research and Artistic Activities</p>	<p>4Q 2025</p>	<p>Guidelines for science evaluation ready for use - stipulation of internal rules for science evaluation at the UO in relation to the evaluation system of the university</p> <p>Presentation of rules for science evaluation at the Rector's Collegium</p>
<p>Research freedom</p> <p>Contractual and legal obligations</p> <p>Dissemination, exploitation of results</p> <p>Good practice in research</p>	<p>Implementation of open science principles</p>	<p>UO staff</p>	<p>Vice-Rector for Research and Artistic Activities</p> <p>Lawyer</p>	<p>4Q 2027</p>	<p>The Rector's Order in the area of processing and managing research data in place</p> <p>Introducing of rules for research data processing at the Rector's Collegium</p> <p>Implementation of the rules of data management in daily academic practice at the UO</p> <p>Training of a contact person from each area of open science</p>

Continuing Professional development Supervision and managerial duties Relation with supervisors	Elaboration of communication strategy at the UO	UO staff	Head of the Centre for Marketing and Communication	4Q 2025	The Rector's Order in the area of communication rules at the UO, incl. passing information to subordinate staff and staff in general in place
Non - discrimination Ethical principles Complains / appeals	Promotion of the rules of social safety at the UO as part of standard academic culture	UO staff Students	Head of Centre for HR Management	4Q 2026	Creation of a series of promotion videos (at least 2) in order to promote the issue of at social networks – videos published Elaboration of a strategy to present the issue to a newly accepted students and employees - the strategy approved Creation and implementation of a e-course focused on practical topics in the area of social safety Implementation of a e-course on the social safety issue - a course is available to employees

Professional responsibility Ethical principles	Increasing institutional resistance to illegitimate influence on staff. Focus will be on identification, reporting, and settling up conflicts of interest	UO staff	Head of the Centre for Knowledge and Technology Transfer	3Q 2026	Rector's Order stipulating the rules for the area of institutional resistance in place Training of at least 10 persons representing individual parts Creating of an e-course in LMS Moodle for all employees - a course is available to employees
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2. Recruitment and selection

Related principle	Activity	Target group	Shared responsibility	Deadline	KPI
<p>Recruitment</p> <p>Public engagement</p> <p>Working conditions</p> <p>Transparency</p> <p>Selection</p>	<p>Accessibility of information about recruitment processes, university presentation outwards</p>	<p>Job applicants</p>	<p>Head of Centre for HR Management</p> <p>Director of the Centre for Information Technology</p> <p>Manager of the Rector's Office</p> <p>Head of the Centre for Marketing and Communication</p>	<p>4Q 2026</p>	<p>Creation of an HR UO website for job applicants with important information in Czech and English - presented at a website</p> <p>Creation of graphical or video presentations of selected workplaces - availability of videos on the UO website</p>
<p>Recruitment</p> <p>Working conditions</p>	<p>Modification and further development of an electronic part of the onboarding focused on an interactive form of the courses and information clarity; Staff onboarding</p>	<p>UO staff</p>	<p>Head of Centre for HR Management</p>	<p>1Q 2027</p>	<p>Methodology for onboarding process of foreigners elaborated. The Rector's Order issued</p> <p>Minimum of 1 training per year for the heads of the onboarding process - how to manage onboarding and how to evaluate - realised</p>

<p>Recruitment Selection Transparency Judging merit Recognition of mobility experience Recognition of qualifications</p>	<p>Recruitment practice in accordance with the OTM-R policy a part of regular academic culture. Training preparation for recruitment panels members</p>	<p>Managing employees Members of recruitment panels</p>	<p>Head of the Centre for HR Management Heads of constituent parts</p>	<p>2Q 2027</p>	<p>Minimum of 1 training per year focused on recruitment interviews for the recruitment panels members and managing employees realised Training of at least 30 % of employees participating in recruitment panels realised</p>
<p>Recruitment Selection Transparency Judging merit Recognition of mobility experience Recognition of qualifications Recognition of the profession Working conditions</p>	<p>Systemization of job positions – transparency of classifying employees to job positions</p>	<p>UO staff</p>	<p>Head of Centre for HR Management</p>	<p>4Q 2026</p>	<p>Revision of the current Rector's Order on systemization done Revision of the Catalogue of systemized positions done</p>

3. Working conditions and social stability

Related principle	Activity	Target group	Shared responsibility	Deadline	KPI
Working conditions Career development Funding and salaries	Creation of a grant system for the sabbatical period	UO staff	Vice-Rector for Research and Artistic Activities Head of Centre for HR Management	3Q 2025	The methodology to submit an application and rules for grant allocation in place Implementation of the grant system
Working conditions	Communication inwards the university, transferring information to employees	UO staff	Manager of the Rector's Office Head of the Centre for Marketing and Communication	4Q 2025	Creation of an intraweb as a tool of communication inwards the university – intraweb ready to use
Gender equality Contractual and legal obligations Working conditions Career development Non - discrimination Participation in decision-making bodies	Action Plan of Gender Equality 2026 - 2030	UO staff	Head of Centre for HR Management	4Q 2025	Monitoring of the implementation of the action plan of GEP 2022 -2025. Interim report in 2024 Evaluation of completion of the Action Plan of Gender Equality 2022 -2025. Final report done The new Action Plan for the following period done

Non-discrimination Funding and salaries Working conditions	Strategy of equal remuneration at the UO	UO staff	Head of Centre for HR Management Rector Bursar	1Q 2026	Pay gap analyses done Revision of Strategy of equal remuneration of the UO staff - strategic document done
Working conditions	Work-life balance of employees	UO staff	Head of Centre for HR Management	2Q 2025	Questionnaire survey result analysis in the area of work-life balance and employees' satisfaction done The methodology for the area of work-life balance of the UO employees in place
Working conditions	Digitization of administrative procedures and reduction of related bureaucratic burden of employees	UO staff	Head of Centre for HR Management Manager of the Rector's Office Director of the Centre for Information Technology	4Q 2027	Digitization of 3 administrative procedures done

<p>Working conditions Access to career advice</p>	<p>Counselling services and other benefits for employees</p>	<p>UO staff</p>	<p>Head of the Counselling and Career Centre Manager of the Rector's Office</p>	<p>2Q 2026</p>	<p>The employee benefit list including services of the Counselling and Career Centre done and promoted at the UO Portal in section For employees</p>
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4. Education/training and development

Related principle	Activity	Target group	Shared responsibility	Deadline	KPI
<p>Good practice in research</p> <p>Continuing Professional Development</p> <p>Access to research training and continuous development</p> <p>Career development</p>	<p>Revision of the Doctoral school based on the evaluation of the pilot run and completion or update of the related activities focused on education standards and development of PhD candidates</p>	<p>Ph.D. students</p>	<p>Vice-Rector for Research and Artistic Activities</p> <p>Quality Assurance Centre</p> <p>Director of the Centre for Information Technology</p>	<p>3Q 2027</p>	<p>System of a long-term doctoral studies monitoring to evaluate the graduation rate</p> <p>A pilot run evaluation of the Doctoral school based on the and feedback analyses of the lecturers and course participants completed</p> <p>Update of the content of the Doctoral school course descriptions, and expanding the course offer – new concept done</p> <p>Digitalization of doctoral studies documents and forms done</p>
<p>Supervision and managerial duties</p> <p>Career development</p>	<p>Development of managerial skills of leading employees</p>	<p>Managing employees</p>	<p>Heads of constituent parts</p> <p>Head of Centre for HR Management</p>	<p>4Q 2025</p>	<p>Template for managerial skills development plan of leading employees - template completed</p> <p>Presentation of the plan by the heads of the constituent parts and using it within the career development plans of the employees – ready for public presentation</p>

<p>Access to research training and continuous development</p> <p>Good practice in research</p> <p>Career development</p> <p>Intellectual Property Rights</p>	<p>Continuous education of students and academic staff in the area of intellectual property, incl. The rise of the AI phenomenon</p>	<p>Ph.D. students</p> <p>Academic staff</p> <p>Researchers</p>	<p>Vice-Rector for Research and Artistic Activities</p> <p>Head of the Centre for Knowledge and Technology Transfer</p> <p>Director of the University Library</p>	<p>4Q 2026</p>	<p>At least 2 workshops/trainings/lectures per year realised</p> <p>Continuing in the training of students and academic staff in the area of intellectual property, incl. the rise of the AI phenomenon (at least 1 workshop/training/lecture per year)</p> <p>An e-course in LMS Moodle on the given topic done</p>
<p>Continuing Professional development</p> <p>Relation with supervisors</p>	<p>Creation and implementation of rules for the activities of Supervisors of PhD candidates</p>	<p>Supervisors of PhD candidates</p>	<p>Vice-Rector for Research and Artistic Activities</p>	<p>2Q 2026</p>	<p>The document Standards for Supervisors at the UO done</p>
<p>Career development</p> <p>Evaluation/appraisal systems</p> <p>Continuing Professional development</p> <p>Access to career advice</p>	<p>Strategy of the career development</p>	<p>Academic staff</p> <p>Researchers</p>	<p>Head of the Centre for HR Management</p> <p>Vice-Rector for Research and Artistic Activities</p>	<p>1Q 2027</p>	<p>Internal discussion on the setting of career paths for academic, researchers, and non-academic staff while implementing the principle of the talent management and rules to prevent inbreeding. A round table discussions with different target groups realised</p> <p>The document stipulating the possibilities of career development at the UO done</p>

Application sphere and the public Public engagement Intellectual Property Rights Co-authorship	Knowledge and technology transfer, intellectual property protection, and cooperation with applied sector	UO staff	Head of the Centre for Knowledge and Technology Transfer Vice-Rector for Research and Artistic Activities	4Q 2026	At least 2 workshops/theme meetings per year for employees and PhD candidates in technology transfer in order to present the possibilities of technology transfer and related rules for intellectual property protection realised
Good practice in research Dissemination and Exploitation of results Public engagement	Popularization-educational events for the interested in science and research	UO staff Job applicants Students Applicants for studies Public	Head of the Centre for Marketing and Communication Vice-Rector for Research and Artistic Activities	2Q 2025	At least 5 popularization events per year in various language mutations realised Evaluation of their impact on recruitment - Satisfaction surveys done and analysed Evaluation of their impact on the number of newly studying at the UO Satisfaction surveys done and analysed
Dissemination and Exploitation of results Public engagement Application sphere and the public	Elaboration of a marketing campaign for dissemination of applied results	Application sphere and the public	Head of the Centre for Marketing and Communication Head of the Centre for Knowledge and Technology Transfer	2Q 2025	The marketing strategy to disseminate applied results done with Annual revision system

Public engagement	Communication strategy for the area of scientific and artistic activities popularization	UO staff	Head of the Centre for Marketing and Communication	2Q 2025	The communication strategy in the area of scientific and artistic activities popularization done
Dissemination and Exploitation of results		Students	Vice-Rector for Research and Artistic Activities		At least 8 popularization videos related to strategic projects of the UO published
Good practice in research		Public			Minimum of 1 professional training/workshop per year for better preparation of the academic staff to present science and scientific results realised
Working conditions	Further development of the employee evaluation system	UO staff	Head of Centre for HR Management	4Q 2026	Minimum of 1 working group session per year to evaluate the effectiveness of the evaluation system and a discussion on possible revision of the system in relation to the findings from evaluation at workplaces and good practice sharing with other universities realised
Evaluation and Appraisal system					A tool to compare the goals set to the employees with the goals of the Strategic Plan of the UO accessible for all managing employees
					Minimum of 1 training per year for managing employees - how to perform the evaluation interview organised