Action Plan HRS4R – 2019-2020

Title of action	Deadline Responsible unit	Proposed Action	Target/Indicator	Current status
1. Improvement in the application for grants	Q1 2019 Research Support Office	At least twice a year Charles University (CU) will arrange training courses with foreign guest teachers, successful applicants and evaluators experienced in issuance of European grants. Target group are primarily researchers (R1-R4) and grant experts at faculties.	**Indicator**: training courses **Target:** higher success rate in H2020 and other grant schemes	In both 2019 and 2020, training relating to grant applications for MSCA IF and ERC projects took place with the participation of a foreign supervisor and successful grant holders. In September 2019, a Staff Training Week was organized. In addition, representatives of CU are regular participants in the national ERC Orientation Day. Two training sessions for project management also took place. Support for submitting ERC and MSCA project applications is newly regulated by Rector's directives (no. 36/2020, 37/2020), and in particular, individual consultation of potential investigators take place.
2. Soft Skills Academy for doctoral candidates	Q1 2019 Student Affairs Office + Research Support Office	CU will organize training in soft skills for PhD candidates (R1) with the participation of subject matter experts. R1 will be exposed to training in the international environment with participation of PhD candidates and subject matter experts from abroad. These trainings should contribute to their further career development.	**Indicator**: training courses on soft skills **Target:** better skills of PhD students and improvement of their position on labour marke	A platform for PhD studies (Doctoral Study Hub) was created and focuses on the coordination and provision of educational activities for all students of PhD studies at CU. Most of the courses take place under the leadership of CU Point as well as the Central Library, the Centre for Lifelong Learning, the Centre for Knowledge and Technology

				Transfer, and the Research Support Office.
3. A new regime for dealing with the results of scientific work	Q2 2019 Centre for Knowledge and Technology Transfer	Rector's Directive no. 33/2015 on management of results of scientific work will be amended, so that it corresponds to the requirements of the latest legislation and the needs of the Charles University (CU). The directive will also take into account the existence of subsidiary entity of the University.	**Indicator**: Revision of Rector's Directive no. 33/2015. **Target**: revenue from successful commercialization of intellectual property	New Rector's directives 46/2018 and 47/2018. Seminars and training, network of innovative scouts. The functioning CUIP (CU's subsidiary), which established several of its own spin-off companies.
4. Revision of the Code of Ethics of the CU	Q2 2019 Ethics Committee	A new Code of Ethics approved by the CU Academic Senate, will put emphasis on all the principles of the Charter and Code that are currently not addressed. New procedural rules for dealing with violation of the Code of Ethics will be passed.	**Indicator:** new code of Ethics **Targets**: gender issues, sexual harassment issues, plagiarism, equal opportunities to be addressed.	The amended Code of Ethics and the new code of procedure of the Ethics Committee, both regulated by Rector's directives (no. 62 and 63/2018). A new Rector's directive for assessing plagiarism (no. 13/2020), new method for checking the originality of theses for the appointment of associate professors.
5. School for Doctoral Candidates	Q3 2019 Student Affairs Office + Research Support Office	CU will organize together with its international strategic partners an intensive several-week course for very promising doctoral candidates, focused on a specific discipline including a series of lectures by top scientists, experimental work in the laboratory and the like (depending on the faculty). Professional skills of R1 will be increased, thanks to networking they will have an opportunity to be influenced by top scientist all over the world; thanks to university strategic partnerships they will have an opportunity to get an internship in partner's university/lab.	**Indicator:** intensive doctoral school (length depends on each discipline) **Target**: increase of professional skills of R1	In 2018, a PhD school at the Faculty of Mathematics and Physics took place. Nothing took place in 2020 due to the situation.
6. Better information for	Q3 2019 HR	We will create web pages in Czech and English to operate as a guidebook for employees, with links to regulations, including those for occupational health and safety, strategic documents, seminars	**Indicator**: web pages and guidebook **Target**: all employees (with different needs)	The guidebook is on the web pages of CU under the section Employees and is available also in English. A new educational portal has been created

University employees		and courses in the Information and Advisory Services, Ethics Commission, Centre for Lifelong Learning. Materials will include all manuals, methods, and other documents related to the subject matter on the University's web pages (in cases where there is no issue of exposing our know-how), for example, advice on grants, academic integrity, commercialisation, open access, data protection, etc.	will have all the information easily accessible and could provide manuals to all of their employees.	offering all training from a central level (also in English).
7. Better communication and provision of information in English	Q3 2019 HR + CU Point	We will translate key Rector's directives, including the organisational regulations for the Rector's Office and the most important strategic documents. Translation of documents affecting foreign scholars and researchers at the CU will be provided as well. Selected departments will offer fully translated English versions of their web pages (Research Support Office and the Department of International Relations). Programs aimed at attracting foreign researchers will have all their documentation primarily in English. Language courses for administrative staff will be provided massively according to the needs of their daily tasks. CU will unify and publish an official dictionary of often-used names and terms.	**Indicator:** Translation of key Rector's directives **Indicator:** Full translation of the Study Information System (SIS), the Personal Bibliographic Database, the WhoIs personnel system and forms. **Target:** all foreign employees will have same access to all the information as Czech ones.	Translation of all internal regulations of the university and the principal regulations of the faculties, about 100 Rector's directives, translations of the key strategic documents, English version of the Annual Report, translations of SIS (Study Information System), WhoIS, the educational portal, various forms, especially from the HR agenda, the web pages of CU Point, translations of news in relation to the COVID-19 pandemic.
8. Courses in teaching methods for doctoral candidates	Q4 2019 Student Affairs Office + Centre for Lifelong Learning	Each semester a training course in teaching methods will be provided for doctoral candidates.	**Indicator:** Training courses **Target:** better pedagogical skills of R1	Pedagogical skills courses (educational programmes, workshops and seminars), Centrum Paedagogium. New preparation of possible activities in 4EU+ and API project.

9. Internationalisation of the administrative apparatus	Q4 2019 International Relations Office + Research Support Office	CU will increase the number of administrative employees accepted from abroad for short-term placements at the CU and will send employees from CU on short-term placements abroad.	**Indicator:** Increase the number of administrative employees accepted from abroad and sent abroad **Target:** mutual exchange of best practice with strategic partner universities **Target**: As a result of this action better services will be provided to the researchers.	We realized that we do not have consistent and interpretable data on placements abroad in past years, so a comparison is limited in capacity. Administrative employee mobility supported thanks to 4EU+, Erasmus+, and ESIF call for Mobility. Language courses for administrative employees. Preparation of new application with the goal of digitalizing mobility and travel orders. However, mobility was greatly affected by the COVID-19 pandemic.
10. Improvement of administrative services for new employees from abroad	Q4 2019 HR + Economic Office + International Relations Office	Methodology and training for human resources employees in connection with hiring of foreign employees will be developed. We will also work on assurance of language competences of employees working who provide hiring and services for foreign employees (see above language courses).	**Indicator:** training for human resources employees in order to improve services to new employees from abroad. **Target**: better services to employees	New CU Staff Welcome Centre operating since 2020; it is in contact with faculties (training, sharing of materials via sharepoint) and supplements the work of Euraxess (presentation of activities). In the future, its services to the faculties will be extended.
11. Improvement of the HR administration via the personnel and compensation ICT system	Q4 2019 Computer Science Centre + HR	Current systems (WhoIs and the salary system Elanor Global Java Edition – EGJE) will be analysed, their functionality and effectiveness for the purposes of the CU. On the basis of the analysis, measures for improving the efficiency of use of those systems will be taken.	**Indicator:** Analysis of current system. **Target**: better services to employees and decrease of administrative burden	Improving WhoIs – possibility of electronic recording of attendance, introducing electronic requests for time-off, records of home office. Improving records in the personnel system to make it easier to work with data (now records of academic staff, to continue in the future). Improving coordination of requirements and communication between HR and the Computer Science Centre.

				The Computer Science Centre carried out a comprehensive analysis of the possibilities of synchronizing the wage system throughout the university. The result of assessment of the analysis is the finding that both financial and capacity resources currently do not allow this synchronization to take place quickly and it will be a gradual process. The WhoIs personnel system is gradually adapted to the bilingual environment (Czech/English).
12. Strategy for doctoral studies	Q1 2020 Student Affairs Office	We will create a strategy for doctoral studies at the CU based on identification of strengths and weaknesses in the usual course of practice and discussion in the Coordination Committees of Doctoral Studies.	**Indicator**: Strategy **Target:** Spreading knowledge of best practices, sharing of experiences.	A study was created by the National Education Fund that also proposed several measures. The study and the associated measures were discussed by the Rector's Board. However, a basic assumption for the university's future strategy relating to PhD studies will be a change in the financing of this type of study by the Ministry of Education, Youth, and Sports. The details should be known by the end of 2020.
13. Informing new employees	Q1 2020 CU Point	We will issue a guidebook for new employees (academic, research and administrative) and, based on feedback, we will establish a system of training for new employees (with a general part for all employees and modules for employees of particular workplaces). New employees will be trained and will have all the necessary information easily accessible at one place (guidebook, webpages).	**Indicator**: Published guidebook **Target**: Better access to all necessary information.	The guidebook has been created for current and new employees. A Czech and English version has been published that will be updated on a regular basis. The career pages for job seekers at Charles University (English version). Onboarding training for new employees is being prepared (CU Point).

14. Revision of the Competitive Hiring Process Code	Q2 2020 HR	Code will be revised with respect to our effort to promote internationalisation (we want to learn best practice from our strategic partners), modernisation and transparency. We will train human resources employees in the new regulations (note: specific cases from the faculties for resolution will be needed, therefore cooperation with working group is necessary). A new Competitive Hiring Process Code compatible with Open, Transparent and Merit-based Recruitment (OTMR).	**Indicator**: new Competitive Hiring Process Code followed by corresponding training **Target**: Hiring process is comparable to best European universities.	The new Competitive Hiring Process Code effective from 1 January 2020 (registered at the Ministry in August 2019) taking into account the principles of OTMR. Training of HR employees in recruitment, hiring foreigners, and career development, especially with a focus on the new Competitive Hiring Process Code. In addition, providing template forms in English and possible criteria for the selection of job candidates.
15. Resolution of the situation for post-doctoral employees	Q2 2020 Research Support Office + HR	Following up the revision of Competitive Hiring Process Code we will also establish principles and regulations for hiring of post-doctoral employees, setting of the parameters of post-doctoral positions (duration, publications, project and teaching responsibilities).	**Indicator**: Definition of post-doctoral position and principles for hiring post-doctoral employees. **Target**: System of research position is comparable to R1-R4 division.	Work on the topic started in Q2 2020, however, there were delays – The Rector's Board returned the first draft for revision, and the supplemented materials should be submitted in January 2021. In 2021, a pilot project will take place, including discussions with the faculties and inclusion of the "postdoc" position in the CU systems and documents.
16. Framework of principles for career development	Q2 2020 Rector's Office + HR + Research Support Office	Framework of principles for career development for all academic and research workers at the CU and support for preparing of similar documents for individual faculties that express interest will be delivered. Researchers will have a better guidance through their career, therefore the CU will be more successful in attracting interesting team members from abroad as well as receiving international prestigious grants.	**Indicator**: framework of principles for career development **Target:** better guidance for researchers through their career	The new Rector's Directive 15/2020 stipulates how the term "member of the academic staff" will be interpreted. The principles of career development were approved by the Extended Rector's Board in Q4 2020 and will be elaborated on further next year.
17. Use of modern, international tools for recruitment	Q3 2020 HR	We will use modern tools and tools with international reach for recruitment of workers on the basis of the new Competitive Hiring Process	**Indicator**: Training of human resources	Incorporation into the new Competitive Hiring Process Code, training of HR employees in EURAXESS. In the future,

		Code (see above), especially for senior workers with obligation of using EURAXESS, jobs.cz and other portals.	employees in the use of the tools. **Target:** Use of modern tools for recruitment.	the CU Staff Welcome Centre should also be involved in advertisements abroad (also focused on ERC and MSCA grants).
18. A system for evaluation of employees	Q4 2020 Rector's Office + HR	We will propose a new system of regular evaluation of all academic, research and administrative employees that will include teaching, creative and administrative activities, popularisation of science, involvement in the third role of the University, and, in the case of senior employees, mentoring of doctoral candidates and younger employees, including advising of supervised employees. We already set up a frame for pilot program of evaluation in some parts of the CU.	**Indicator:** Draft of a new system of evaluation and undergoing a pilot at some of the faculties. **Target**: higher quality of staff employed at CU	The principles of evaluation were approved by the Extended Rector's Board in Q4 2020; in Q1 2021, a pilot evaluation will take place at the workplaces of three faculties. In addition, a proposal for evaluating administrative employees has been created, the pilot of which took place in Q4 2020 at the Rector's Office.
19. Improvement in the handling of sensitive (personal) data in both research and administration	Q4 2020 DPO	We will fully implement the General Data Protection Regulation and related national legislation. Amendment of Rector's Directive and consequential methodology based on national legislation (which has not yet been passed) will be created.	**Indicator:** full implementation of GDPR. **Target**: GDPR compliance will be achieved in all key spheres. The primary target is to keep the rules in the handling of sensitive and personal data by all administrative staff and researchers.	Adoption of Rector's Directive no. 16/2018, regular training relating to the GDPR is taking place (approx. 4,000 employees have already participated), complete information is available on the web pages of Charles University. Starting in 2021, training for all employees in the form of e-learning will be mandatory. We are also involved in protecting the personal data in student theses, research data, distance learning and testing, and the treatment of audio-visual recordings (binding methodology issued at the end of 2020). Employees have access to sharepoint with all information.

20. Data management	Q4 2020 Research Support Office + DPO + Computer Science Centre	We will create a data management plan for dealing with data in connection with research. We will analyse the current state of handling research data and the possibility of establishing a unified system of data management for the entire CU.	**Indicator:** Development of data management plan **Target:** all data are safe, and all researchers have velar information and know how to handle the research data	A web page was published on research data, open access, open data, and data management (Czech and English versions), including contact persons for consultation.
21. System for grant advising	Q1 2021 Research Support Office	Grant advisors at the CU and in the faculties will undergo training and a University-wide system of grant advising will be established, so that the systems at faculties level complement the University-wide system. The final shape of the system will be approved by the management of the CU.	**Indicator:** Trainings **Target:** Grant advisors at all faculties are capable to provide qualified help to researchers compared to foreign universities **Target**: As a result of that success rate will be increased in international grant schemes and researchers will have a better access to counselling services.	In October 2019, the European Centre organized a Staff Training Week with the participation of foreign speakers for grant advice. In addition, the capacity of the EC team was increased. The services offered and support for the faculties was expanded. Currently, it can offer faculties more comprehensive services in grant advice and guidance and be involved a larger number of project proposals. A meeting of the grant offices of the faculties is held several times a year with the EC for the purpose of coordination and transferring experience.
22. Improvement of the popularisation and medialisation of the creative activities of the CU	Q2 2021 Press and PR Office + Centre for Lifelong Learning + Research	We will create a communication and marketing strategies aimed at the popularisation of science – with improvements in the use of social networks, the CU web pages and other opportunities for presentation of the creative activities of CU employees. More active cooperation with the media, aimed both at the public and potential students. Indicator: CU students in the secondary schools.	**Indicator:** Creation of communication and marketing strategies. **Target:** Popularisation of science at the CU via the '4EU' Alliance, its web pages, and other tools. **Target**: As a result of that CU is more visible	An analysis of the status at the faculties took place. Material at the Rector's Board also proposed new measures. Science Slam and Junior University continue (this year, online).

	Support Office	On top of that other activities will be supported: Science Slam, the Junior University (JCU), including e-JCU and i-JCU. CU will also act as an ambassador of European values, environmental values and populariser of science.	among the international academic community and within international university networks, therefore is able to attract the best students all around the world.	
23. A new system for evaluating research activities	Q2 2021 Research Support Office	A strategy for a new system of internal evaluation of research activities at the CU will be delivered, including a technical manual (by the beginning of 2019). The process will be followed up by gathering data and performing the first evaluations (end of 2019) and on-site visits by foreign evaluators (end 2020). The last output will be a final report on the evaluation process. (summer 2021).	**Indicator:** new system of research evaluation **Target:** Clear evidence on research outputs which will create just distribution of money among the faculties	A new strategy for evaluating research at Charles University was adopted (Rector's Directive no. 8/2019). The bibliometric report and self-evaluation reports of the faculties have been gradually completed, the planned meeting of the individual expert panels took place (online), a peer review and research area reports were prepared, and the final online meeting of evaluators took place. The final report for the entire evaluation will be approved at the beginning of 2021.