HR Excellence in Research

Action Plan

Action Plan

Case number

2026CZ382675

Name Organisation under review

Prague University of Economics and Business

Organisation’s contact details

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1. Organisational Information

Please provide a limited number of key figures for your organisation. Fields marked with * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, doctoral candidates either full-time or part-time involved in research *	544
Of whom are international (i.e. foreign nationality) *	49
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	38
Of whom are women *	224
Of whom are R3 or R4 = established or leading researchers with a large degree of autonomy (e.g. holding the status of principal investigator or professor) *	172
Of whom are R2 = recognised researcher (e.g. postdoctoral researcher, junior researcher) *	253
Of whom are R1 = first stage researcher (e.g. doctoral candidate, research apprentice) *	119
Total number of students (if relevant) *	15118
Total number of staff (including management, administrative, teaching, and research staff) *	961

RESEARCH FUNDING (figures for the most recent fiscal year)	€
Total annual organisational budget	86061000
Annual organisational direct government funding (designated for research)	4549000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	3321000
Annual funding from private, non-government sources, designated for research	300000

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

The Prague University of Economics and Business (VŠE), founded in 1953, is a public university specialising in economics and business. Around 15,000 students study in bachelor, master and doctoral programmes at six faculties in Prague and Jindřichův Hradec; 24 programmes are taught in English. In 2024 VŠE became the first university in the Czech Republic accredited by AACSB; the Faculty of Business Administration holds EQUIS and AMBA accreditation. VŠE is a member of the CEMS alliance. Research covers economics, finance, management, international relations, informatics and statistics, with strong links to practice – 726 practitioners contributed to teaching in 2024.

2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the European Charter for Researchers at your organisation.

Note: Click on the name of each of the four thematic headings of the European Charter for Researchers to open the editor and provide your answer.

Ethics, integrity, gender, and open science*

Strengths and Weaknesses (max. 800 words)

STRENGTHS

S1.1 VŠE has established an institutional framework for ethics and research integrity, comprising its Code of Ethics and rules for the responsible conduct of research. An Ethics Committee and a Research Ethics Committee operate at the university, alongside an internal whistleblowing system and procedures for handling complaints. These mechanisms perform distinct roles in assessing ethical issues, research proposals, and submissions. Academic freedom and researchers' responsibilities are embedded in institutional regulations. Internal surveys indicate a predominantly positive perception of the importance of research integrity and responsible conduct.

S1.2 VŠE already has a basic strategic and support framework for Open Science. It has an Open Science Strategy, an institutional repository, and information and methodological support provided primarily through CIKS. Seminars and consultations cover Open Access, research data management and the requirements of research funding bodies. Open Science is gradually becoming part of the broader research support system.

S1.3 The principles of equal opportunities and gender equality are embedded in VŠE's institutional framework. The university has an Equal Opportunities Plan 2023–2027 and a Strategic Human Resources Management Plan 2025–2030, which include measures concerning equal opportunities, diversity, work–life balance and support for employees in different life and career circumstances. Specific support measures for parents are also available, including a nursery school and a strategy for managing maternity and parental leave.

S1.4 Sustainability is embedded in the VŠE Sustainability Strategy and the VŠE Strategic Plan 2026–2030. This provides a strategic basis for taking environmental and social responsibility into account when developing the research environment.

WEAKNESSES

W1.1 Awareness and practical application of rules on ethics and research integrity vary among employees and doctoral candidates. Information is fragmented and is not always communicated clearly and proactively. Systematic training for employees, doctoral candidates, and supervisors is not yet fully developed, and ethics and integrity are not standard elements of onboarding. Implementation of the principles differs across faculties.

W1.2 Freedom of scientific research is formally guaranteed by the VŠE Statutes and the Higher Education Act, but this guarantee is not accompanied by clear communication of protective mechanisms, such as procedures for disagreements with a head of department or protection against pressure from commissioning bodies or external partners. For early-career researchers, choice of research topics may be influenced by supervisors' or departments' expectations and pressure to publish.

W1.3 Uptake of Open Science tools varies across faculties, and attendance at seminars is low. Awareness of Open Access, research data management, FAIR principles and data management plans (DMPs) is uneven. A fully institutionalised, adequately staffed support system, consistent rules for research data management and systematic monitoring of open research outputs are lacking. Open Science is not sufficiently integrated into staff assessment, career development and onboarding.

W1.4 Strategic commitments to gender equality have not yet been fully translated into day-to-day practice. Awareness of support available to parents and carers is low, and stereotypes concerning parenthood and careers persist. Internal analyses indicate a need for more targeted support for returners from parental leave, gender-sensitive leadership and a more balanced representation of women in leadership and decision-making roles. Gender indicators and the effectiveness of measures are not systematically evaluated.

W1.5 Information and some HR processes are not always available to a comparable extent in Czech and English. Language barriers within departments may make it more difficult for international researchers to understand the rules and access institutional support.

Researchers assessment, recruitment, and progression*

Strengths and Weaknesses (max. 800 words)

STRENGTHS

S2.1 Recruitment procedures for academic posts are publicly advertised and open to internal and external applicants. Applicants submit the required documents and are informed of the outcome. Career progression has a clear formal framework through habilitation and professorial appointment procedures.

S2.2 Researchers and academic staff are assessed regularly through existing university and faculty mechanisms. Assessment primarily takes account of research, publications, projects and teaching performance.

S2.3 VŠE has conducted a detailed OTM-R self-assessment and mapped recruitment processes at individual faculties. It therefore has a detailed understanding of current practices, inter-faculty differences and areas requiring further standardisation.

S2.4 VŠE has experience with international projects, international staff and academic mobility, providing a foundation for the internationalisation of recruitment.

WEAKNESSES

W2.1 The researcher assessment system has not yet been fully harmonised at university level. Faculties differ in their criteria, assessment procedures and levels of transparency. Traditional quantitative indicators, particularly publication and project outputs, still carry considerable weight, while qualitative dimensions of academic work are not considered as systematically. These include research quality and impact, Open Science, interdisciplinarity, collaboration with practice, teaching, mentoring, team leadership and the university’s third mission.

W2.2 Data used for assessment and career development are fragmented. Researchers lack unified access to integrated information on their publications, projects, teaching and other activities, and the system does not yet fully support long-term career planning.

W2.3 Recruitment processes are not sufficiently standardised across faculties. There is no common institutional OTM-R policy or methodological handbook covering the entire recruitment and selection process. The structure of job advertisements, descriptions of selection procedures, criteria and information on working conditions are inconsistent. These differences reduce comparability and create a risk that informal professional contacts carry disproportionate weight compared with open competition.

W2.4 EURAXESS is not systematically used for all relevant research positions, and some advertisements primarily target the domestic labour market. Information in English is not provided with comparable scope and quality across all recruitment channels. International applicants encounter administrative obstacles during recruitment.

W2.5 Monitoring of the quality and effectiveness of recruitment processes is not organised consistently. VŠE does not systematically evaluate, for example, candidate sources, applicant profiles, recruitment channel effectiveness and other qualitative indicators.

W2.6 The gender composition of selection committees is not systematically monitored, and committee members do not receive consistent training in OTM-R principles, candidate assessment and the prevention of unconscious bias. Applicants are informed of selection outcomes, but structured feedback to unsuccessful candidates is not standardised, and there is no consistently documented mechanism for handling applicants' complaints.

Working conditions and practices*

Strengths and Weaknesses (max. 800 words)

STRENGTHS

S3.1 Academic work at VŠE is characterized by a relatively high degree of autonomy and flexibility. Researchers have access to university infrastructure, library and information resources, IT services, and institutional and faculty support to prepare and deliver research projects.

S3.2 In relation to employment stability, VŠE favors standard employment arrangements, seeks to limit the concurrent use of multiple contracts, and uses written guarantees of return following involvement in projects. Employees' legal, contractual, and other obligations (including intellectual property, personal data protection, cybersecurity, occupational health and safety, and research project management) are governed by applicable legislation and VŠE internal documents. Employees generally assess their knowledge of intellectual property rules, their responsibility for handling funds, their rights to research results, and co-authorship rules positively. Methodological guidance is available for contract research.

S3.3 VŠE has long-established traditional channels for disseminating research results. Researchers regularly publish in academic journals, attend national and international conferences, and participate in professional networks and research projects.

S3.4 Activities promoting science, communicating research results and engaging with the public and professional practice

already exist at university and faculty levels. VŠE has significant links with business, public administration and other external partners, reflecting its economics and management profile.

S3.5 Societal impact of research is also gradually being integrated into the university's strategic management, including in connection with international accreditation and assessment processes.

WEAKNESSES

W3.1 Workload distribution between teaching and research is not managed consistently at the institutional level, and practices differ across faculties. Teaching loads can restrict research time, particularly for early-career academics. Rules for assigning and remunerating teaching duties are not communicated consistently.

W3.2 Some research positions depend on time-limited project funding, which can lead to repeated fixed-term employment contracts. Clearly communicated rules on the duration and purpose of postdoctoral positions and career continuity for R1–R2 researchers are lacking. VŠE does not yet systematically monitor selected employment stability indicators, such as the frequency and duration of contract renewals or the structure of employment arrangements.

W3.3 Dissemination and exploitation of research results beyond traditional academia are not systematic. Science communication is not coordinated within a common institutional framework. Faculties differ in the intensity, methods, and professionalization of research communication.

W3.4 There is no consistent system for planning, coordinating, measuring and evaluating science communication. Individual faculties, departments, or researchers often communicate research results without systematic alignment with institutional communication priorities. Communication of research results in English and their presentation to international audiences remain insufficiently developed.

W3.5 Societal impact is not systematically identified, documented, or evaluated, although many VŠE research activities have practical, social, or economic impact. There is no common institutional framework or methodology for producing impact case studies and systematically capturing research's contribution to society.

W3.6 Research findings are not systematically translated into formats useful to public administration, institutions and other stakeholders, such as policy briefs, expert discussions and round tables.

W3.7 Researchers' readiness to communicate their findings to the media, the public and non-academic audiences varies. Training in science communication is available but is not part of systematic researcher development.

W3.8 Collaboration with external application partners takes place at various levels of the university. However, there is still no common institutional interface to support knowledge transfer, connect researchers with external partners, share good practice, and systematically develop opportunities to use research results beyond academia.

W3.9 Support for long-term international and intersectoral mobility is limited. Capacity constraints and administrative and language barriers at department level complicate outgoing and incoming mobility. Mobility is not sufficiently linked to workload planning, cover arrangements, and career development.

Research careers and talent development*

Strengths and Weaknesses (max. 800 words)

STRENGTHS

S4.1 VŠE offers academic and research staff a wide range of professional development opportunities. Training at university and faculty levels covers research methods, project proposal preparation, teaching competences, digital skills, Open Science, science communication and other specialist and transferable skills.

S4.2 Researchers can participate in national and international projects, professional networks, conferences and mobility programmes. These activities contribute significantly to the development of specialist competences and international contacts.

S4.3 The VŠE Doctoral Hub provides training, information and networking activities for doctoral candidates. The VŠE Supervisor Standard sets out the framework for doctoral supervision. Alongside formal supervision, informal mentoring and support are also available within departments. Demand for mentoring, particularly among doctoral candidates and women, provides a basis for more systematic career support.

S4.4 VŠE has experience of regular performance and development discussions, and some faculties use individual development or training plans in various forms. This provides a basis for a more consistent career development system.

S4.5 Short-term international mobility and participation in Erasmus+ are supported. Staff training provision is available centrally through SharePoint, including registration, providing an existing organisational basis for more targeted competence development.

WEAKNESSES

W4.1 The professional and career development system is fragmented. Existing training provision is not fully integrated into a university-wide framework reflecting career stages and individual needs. Training is largely voluntary, uptake is uneven and participation in some activities is low. Provision is therefore insufficiently linked to employees' development goals and departments' needs.

W4.2 Individual development plans are not used consistently across faculties, and the quality of development discussions depends to a considerable extent on individual line managers. More consistent methodological support is needed for managers conducting career discussions, setting development objectives and preparing development plans.

W4.3 Support for early-career researchers and academics at R1 and R2 stages is not sufficiently tailored to career stage and individual needs. There is no systematic programme integrating publication strategy, research methodology, teaching skills, grant readiness, networking and career planning for this group.

W4.4 A common career framework for academic and research staff has not yet been fully implemented. Beyond formally defined habilitation and professorial appointment procedures, other paths – including research, teaching, management and practice-oriented careers – are insufficiently described. There is no consistent definition of R1–R4 stages, expected competences and transparent progression principles. Mobility and intersectoral experience are not sufficiently embedded in assessment and career criteria.

W4.5 There is no common career-stage-based competence framework to serve as a development tool for targeted training and career discussions. The relationship between employees' career stages and the allocation of their workload across research, teaching and the university's third mission is not transparently defined.

W4.6 Mentoring is not consistently institutionalised, and mentor preparation is not systematic. The quality and intensity of support vary between departments. Differences also persist in the practical application of the Supervisor Standard, and more systematic methodological support and development for doctoral supervisors are needed.

W4.7 Targeted career support for women researchers, people returning from parental leave and international doctoral candidates is insufficiently developed. Access to mentoring, information in English and support for returning to research is uneven. The development needs of these groups are not consistently integrated into individual career planning.

W4.8 Career counselling is primarily directed at students. Employees lack a clearly accessible, institutionally established service to support academic and non-academic career planning, changes of career direction and the use of intersectoral experience.

3. Actions

The Action Plan and HR Excellence in Research strategy must be published in an easily accessible location of the organisation's website.

Please provide the web link(s) to the organisation's action plan / strategy for the implementation of the principles of the European Charter for Researchers. Multiple links must be comma-separated.

https://hraward.vse.cz/homepage/dokumenty/ (https://hraward.vse.cz/homepage/dokumenty/)

Please fill in the list of all individual actions to be undertaken in your organisation's HR Excellence in Research strategy to address the weaknesses or strengths identified in the gap analysis. It is recommended that the listed actions are concise but detailed enough for the assessors to determine the level of ambition, engagement, and planning for the implementation process. Please ensure that you provide a detailed plan, with precise and quantifiable KPIs, not just an enumeration of the institution's action.

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

Proposed actions

Action 1	GAP Principle(s)	Timing (at least by year's quarter/semester)
A1 – Training of employees and doctoral students in research ethics and integrity A1.1 – Delivery of training sessions aimed at raising awareness of ethical rules and principles of the responsible conduct of research. A1.2 – Development of a Moodle course on research ethics and integrity, including practical examples (CZ and EN). A1.3 – Integration of research ethics and integrity into onboarding activities for new academic and research staff.	(+/-) 1. ETHICS AND RESEARCH INTEGRITY (-/+) 15. CONTRACTUAL AND LEGAL OBLIGATIONS	Q3 2027 (training and Moodle course); Q1 2028 (onboarding); Q2 2028 and Q2 2029 (subsequent training sessions).

Responsible Unit	Indicator(s) / Target(s)
Doctoral Hub / Research Ethics Committee; Vice-Rector for Science, Research and Doctoral Studies / HR Department (MPO).	A1.1 – One training session per academic year; 30 employees and doctoral students trained annually across VŠE, including completion of the Moodle course. A1.2 – Moodle course on research ethics and integrity developed and available in Czech and English. A1.3 – Research ethics and integrity included in the onboarding checklist for new academic and research staff, requiring completion of the Moodle course.

Proposed actions

Action 2	GAP Principle(s)	Timing (at least by year's quarter/semester)
A2 – Establishment of an FAQ/knowledge base on the staff intranet (Science and Research at VŠE) containing questions on ethical rules and principles of the responsible conduct of research (in Czech and English, continuously updated), including the Doctoral Hub website.	(+/-) 1. ETHICS AND RESEARCH INTEGRITY (-/+) 15. CONTRACTUAL AND LEGAL OBLIGATIONS	Q4 2027

Responsible Unit	Indicator(s) / Target(s)
Doctoral Hub / Research Ethics Committee	Completed FAQ on SharePoint (CZ and EN)

Proposed actions

Action 3	GAP Principle(s)	Timing (at least by year's quarter/semester)
A3 – Establishment of the Open Science Center and ensuring its staff stability	(-/+) 3. OPEN SCIENCE (-/+) 16. DISSEMINATION AND EXPLOITATION OF RESULTS	Q1 2027

Responsible Unit	Indicator(s) / Target(s)
CIKS / Vice-Rector for Science, Research and Doctoral Studies	Center established

Proposed actions

Action 4		
A4 – Update and implementation of the VŠE Open Science Strategy through regular evaluation of its fulfillment and the preparation, publication, and updating of follow-up VŠE Open Science Support Plans; consideration of Open Science in the career code and in staff appraisal.	**GAP Principle(s)**	**Timing (at least by year's quarter/semester)**
	(-/+) 3. OPEN SCIENCE (-/+) 9. RESEARCHERS' ASSESSMENT (+/-) 12. CAREER PROGRESSION (-/+) 16. DISSEMINATION AND EXPLOITATION OF RESULTS	Q4 2026 update of the Open Science Strategy Q1 2027, Q1 2028 and Q1 2029
	Responsible Unit	**Indicator(s) / Target(s)**
	CIKS / Vice-Rector for Science, Research and Doctoral Studies	Strategy updated and implemented One published or updated Open Science Support Plan for each year

Proposed actions

Action 5	GAP Principle(s)	Timing (at least by year's quarter/semester)
A5 – Creation of a Directive on Research Data Management	(-/+) 3. OPEN SCIENCE (-/+) 15. CONTRACTUAL AND LEGAL OBLIGATIONS (-/+) 16. DISSEMINATION AND EXPLOITATION OF RESULTS	Q2 2027

Responsible Unit	Indicator(s) / Target(s)
CIKS	Directive issued

Proposed actions

Action 6	GAP Principle(s)	Timing (at least by year's quarter/semester)
A6 – Training and methodological support for researchers in open science A6.1 – Creation and continuous updating of a unified system of training and communication in open science for employees, doctoral students and other relevant groups at VŠE, including onboarding materials, methodological and training materials in Czech and English, online learning, seminars, information campaigns and a single information channel. A6.2 – Provision of systematic methodological and individual support by the Open Science Center and the data steward to applicants for research projects, principal investigators, research teams, doctoral students and other VŠE staff in applying open science principles.	(-/+) 3. OPEN SCIENCE (-/+) 15. CONTRACTUAL AND LEGAL OBLIGATIONS (-/+) 16. DISSEMINATION AND EXPLOITATION OF RESULTS (-/+) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT	A6.1 – 2027–2029 on an ongoing basis A6.2 – Q2 2027 – Q4 2029

Responsible Unit	Indicator(s) / Target(s)
A6.1 – CIKS / Vice-Rector for Science, Research and Doctoral Studies A6.2 – CIKS	A6.1 – Functional single information channel for open science. At least three training or awareness events per year with a total attendance of min. 100 persons over the period 2027–2029. A6.2 – 10 recorded in-person or online consultations per year, 50 recorded support cases per year (including consultations, email queries, support in preparing DMPs, requests to verify compliance with open science requirements and other professional services of the COV).

Proposed actions

Action 7	GAP Principle(s)	Timing (at least by year's quarter/semester)
A7 – Gradual introduction of a system for recording, monitoring, and evaluating open research and development results at VŠE, linked to existing institutional tools and the VŠE repository.	(-/+) 3. OPEN SCIENCE (-/+) 16. DISSEMINATION AND EXPLOITATION OF RESULTS	Introduction of the monitoring system: Q1 2027; monitoring of the number of FAIR datasets: Q1 2027 – Q4 2029.

Responsible Unit	Indicator(s) / Target(s)
CIKS / Vice-Rector for Science, Research and Doctoral Studies / IT Center	Monitoring launched, at least 15 FAIR datasets deposited and published in a trusted repository over the entire period

Proposed actions

Action 8	GAP Principle(s)	Timing (at least by year's quarter/semester)
A8 – Raising awareness of measures supporting equal opportunities and inclusion through SharePoint, onboarding, and regular communication campaigns	(+/-) 4. GENDER EQUALITY (+/-) 5. EMBRACING DIVERSITY	Q1 2027 – Q4 2028

Responsible Unit	Indicator(s) / Target(s)
Vice-Rector for Pedagogical Activities and Quality Management	One communication campaign per year, inclusion in on-boarding

Proposed actions

Action 9	GAP Principle(s)	Timing (at least by year's quarter/semester)
A9 – Support for gender-sensitive and balanced leadership A9.1 – Strengthening gender-sensitive leadership through training of managers, workshops on unconscious bias, and recommendations for fair team management. A9.2 – Support for gender-balanced representation in management and decision-making bodies through mentoring and talent programs.	(+/-) 4. GENDER EQUALITY (+/-) 5. EMBRACING DIVERSITY (-/+) 18. CAREER DEVELOPMENT AND ADVICE (-/+) 20. SUPERVISION AND MENTORING	A9.1 – Q4 2028 A9.2 – Q4 2028

Responsible Unit	Indicator(s) / Target(s)
A9.1 – Vice-Rector for Pedagogical Activities and Quality Management A9.2 – Vice-Rector for Science, Research and Doctoral Studies	A9.1 – Min. 40% of managers trained by the end of 2028. A9.2 – Mentoring/talent program focused on preparing female researchers for leadership and decision-making roles created and piloted by Q4 2028; at least 1 run of the program completed; participation and feedback monitored.

Proposed actions

Action 10	GAP Principle(s)	Timing (at least by year's quarter/semester)
A10 – Implementation and regular updating of the program for return from parental leave, including mentoring, flexible forms of work, and career consultations	(+/-) 4. GENDER EQUALITY (+/-) 13. WORKING CONDITIONS, FUNDING AND SALARIES (-/+) 18. CAREER DEVELOPMENT AND ADVICE (-/+) 20. SUPERVISION AND MENTORING	Q1 2027 – Q4 2028

Responsible Unit	Indicator(s) / Target(s)
Vice-Rector for Science, Research and Doctoral Studies	At least half of the employees concerned use the support; min. 75% positive feedback; retention of employees after returning from parental leave ≥ 60%.

Proposed actions

Action 11	GAP Principle(s)	Timing (at least by year's quarter/semester)
A11 – Introduction of institutional gender equality indicators and regular reporting; this includes updating the VŠE Gender Equality Plan (GEP)	(+/-) 4. GENDER EQUALITY	Q4 2028 (indicators and GEP update); Q1 2029 (first report), annually thereafter.

Responsible Unit	Indicator(s) / Target(s)
Vice-Rector for Pedagogical Activities and Quality Management	Annual gender report; defined target values; increased representation of women in leadership positions through measure A9 and other relevant GEP measures.

Proposed actions

Action 12	GAP Principle(s)	Timing (at least by year's quarter/semester)
A12 – Unified university framework for the assessment of researchers, including qualitative criteria A12.1 – Introduction of a unified university assessment framework covering research, teaching, the third role, and service activities, based on quantitative and qualitative indicators and assessment by the line manager. A12.2 – Setting qualitative criteria for research assessment through peer review, reflecting research impact, open science, interdisciplinarity, societal contribution, and cooperation with practice.	(+/-) 2. FREEDOM OF SCIENTIFIC RESEARCH (-/+) 3. OPEN SCIENCE (-/+) 9. RESEARCHERS' ASSESSMENT (-/+) 16. DISSEMINATION AND EXPLOITATION OF RESULTS (-/+) 17. VALUING DIVERSE RESEARCH CAREERS	A12.1 – Proposal Q1 2027; approval Q3 2027; implementation from Q4 2027 A12.2 – Q2 2028 (methodology); Q4 2028 (pilot at 1 faculty)

Proposed actions

	Responsible Unit	Indicator(s) / Target(s)
	A12.1 – Vice-Rector for Science, Research and Doctoral Studies / Vice-Rector for Pedagogical Activities and Quality Management A12.2 – Vice-Rector for Science, Research and Doctoral Studies	A12.1 – Analysis of the current state prepared; proposal of the university assessment framework approved by VŠE management. A12.2 – Qualitative assessment methodology approved; pilot testing at 1 faculty.

Proposed actions

Action 13	GAP Principle(s)	Timing (at least by year's quarter/semester)
A13 – Development and implementation of an integrated BI tool for performance management and career development that will give researchers access to their own data on publication, project, and teaching activities.	(+/-) 6. THE RESEARCHER (-/+) 9. RESEARCHERS' ASSESSMENT (+/-) 12. CAREER PROGRESSION (-/+) 17. VALUING DIVERSE RESEARCH CAREERS	Q4 2027

Responsible Unit	Indicator(s) / Target(s)
Vice-Rector for IT / Vice-Rector for Science, Research and Doctoral Studies / Vice-Rector for Pedagogical Activities and Quality Management	Functional BI dashboard built on the principle of "record once, use repeatedly"

Proposed actions

Action 14	GAP Principle(s)	Timing (at least by year's quarter/semester)
A14 – Familiarising managers who assess researchers with the new assessment methodology and preparing methodological support for the implementation of the assessment system.	(-/+) 9. RESEARCHERS' ASSESSMENT	Q2 2028

Responsible Unit	Indicator(s) / Target(s)
Vice-Rector for Science, Research and Doctoral Studies / Vice-Rector for Pedagogical Activities and Quality Management	At least 80% of managers were familiarised with the assessment methodology; methodological materials were prepared.

Proposed actions

Action 15	GAP Principle(s)	Timing (at least by year's quarter/semester)
A15 – Regular monitoring and evaluation of the staff appraisal system, including employee surveys.	(-/+) 9. RESEARCHERS' ASSESSMENT	Q1 2029 (evaluation of the pilot); Q4 2029 (first overall evaluation), annually thereafter

Responsible Unit	Indicator(s) / Target(s)
Vice-Rector for Science, Research and Doctoral Studies / Vice-Rector for Pedagogical Activities and Quality Management	Evaluation of the pilot of the assessment system; subsequently annual evaluation of the assessment system and recommendations for further improvement.

Proposed actions

Action 16	GAP Principle(s)	Timing (at least by year's quarter/semester)
A16 – Update of the Rules of Selection Procedures for Filling Academic Positions at VŠE and the related amendment of Rector's Directive No. 08/2021.	(+/-) 7. FREE CIRCULATION OF RESEARCHERS (-/+) 10. RECRUITMENT (-/+) 11. SELECTION	Registered revised Rules of Selection Procedures effective from Q2 2027.

Responsible Unit	Indicator(s) / Target(s)
Bursar / HR Department (MPO)	Registered revised Rules for Selection Procedures effective from Q2 2027. Amendment of Rector's Directive No. 08/2021 approved by Q2 2027.

Proposed actions

Action 17	GAP Principle(s)	Timing (at least by year's quarter/semester)
A17 – Systematic use of the EURAXESS platform	(+/-) 7. FREE CIRCULATION OF RESEARCHERS (-/+) 10. RECRUITMENT	Q1 2027 – Q4 2029 (≥ 90% from Q3 2027)

Responsible Unit	Indicator(s) / Target(s)
Bursar / HR Department (MPO)	Share of academic and research positions advertised on EURAXESS: ≥ 90% (from Q3 2027).

Proposed actions

Action 18	GAP Principle(s)	Timing (at least by year's quarter/semester)
A18 – Introduction of a system of regular monitoring and evaluation of OTM-R processes, including the definition of quality indicators, data collection, and annual reporting.	(-/+) 10. RECRUITMENT (-/+) 11. SELECTION	Q2 2027 (KPI definition); Q4 2027 (first report)

Responsible Unit	Indicator(s) / Target(s)
Bursar / HR Department (MPO)	Defined and approved system of Key Performance Indicators (KPIs) and reporting for OTM-R; at least 5 KPIs; first summary report in Q4 2027; thereafter, 1 summary report per year.

Proposed actions

Action 19	GAP Principle(s)	Timing (at least by year's quarter/semester)
A19 – Creation, approval, and publication of an institutional OTM-R policy and an internal OTM-R manual in Czech and English. Introduction of uniform job advertisement templates, a structured description of the selection procedure, clear candidate assessment criteria, information on working conditions, equal opportunities, career breaks, mobility, HR Excellence in Research, and the way feedback is provided.	(+/-) 5. EMBRACING DIVERSITY (-/+) 10. RECRUITMENT (-/+) 11. SELECTION	Q1 2027: draft policy, manual and templates and their approval; Q2 2027: publication and full use.

Responsible Unit	Indicator(s) / Target(s)
Bursar / HR Department (MPO)	Approved and published OTM-R policy in CZ and EN. Approved and published internal OTM-R manual in CZ and EN. At least 90% of relevant advertisements contain all required elements of the OTM-R toolkit. 100% of key OTM-R documents and information for candidates are available in CZ and EN.

Proposed actions

Action 20	GAP Principle(s)	Timing (at least by year's quarter/semester)
A20 – Composition and training of selection committees A20.1 – Taking gender balance into account when appointing selection committees and regularly monitoring their composition. A20.2 – Training of selection committees in OTM-R principles.	(+/-) 4. GENDER EQUALITY (-/+) 10. RECRUITMENT (-/+) 11. SELECTION	A20.1 – Q1 2027 A20.2 – Q3 2027

Responsible Unit	Indicator(s) / Target(s)
A20.1 – HR Department (MPO) / Faculties A20.2 – HR Department (MPO)	A20.1 – Ensuring balanced representation of women on selection committees at VŠE faculties, target share of women at least 30%. A20.2 – By the end of 2027, 70% of selection committee members will have completed training; in 100% of selection procedures there will be at least one trained committee member.

Proposed actions

Action 21	GAP Principle(s)	Timing (at least by year's quarter/semester)
A21 – Feedback and complaints of candidates in selection procedures A21.1 – Introduction of a specific, uniformly described mechanism for submitting and handling candidates' complaints within selection procedures, linked to the general VŠE mechanisms for handling complaints and suggestions. A21.2 – Introduction of uniform principles and templates for providing appropriate feedback to unsuccessful candidates, including methodological support and training of managers and selection committee members.	(-/+) 10. RECRUITMENT (-/+) 11. SELECTION	A21.1 – Q2 2027 A21.2 – Q2 2027

Responsible Unit	Indicator(s) / Target(s)
A21.1 – Bursar / Ethics Committee A21.2 – Bursar / HR Department (MPO)	A21.1 – Mechanism for submitting and handling candidates' complaints approved and published in CZ and EN; responsible persons, method of submission and basic handling procedure defined. A21.2 – Approved template or form for feedback to candidates; published principles for providing feedback; methodological support and training of responsible staff delivered.

Proposed actions

Action 22	GAP Principle(s)	Timing (at least by year's quarter/semester)
A22 – Preparation of an implementation plan for science communication (with defined roles), including key performance indicators (KPIs) and evaluation.	(-/+) 16. DISSEMINATION AND EXPLOITATION OF RESULTS	Implementation plan: Q2 2027 Annual reports: Q4 2027 – Q4 2029

Responsible Unit	Indicator(s) / Target(s)
PR and Marketing Department	Approved implementation plan; minimum of 4 coordination meetings per year; designated contact persons at all faculties; annual science communication report; regular evaluation of key performance indicators (KPIs).

Proposed actions

Action 23	GAP Principle(s)	Timing (at least by year's quarter/semester)
A23 – Development of institutional popularisation of research through articles, podcasts, videos, and content plans, including communication of research in English and its sharing on international platforms.	(-/+) 16. DISSEMINATION AND EXPLOITATION OF RESULTS	Q1 2027 – Q4 2029

Responsible Unit	Indicator(s) / Target(s)
PR and Marketing Department / Vice-Rector for Science, Research and Doctoral Studies / Faculties	Min. 50 popularization outputs per year; year-on-year reach growth of 15%; min. 30% of communication outputs in English.

Proposed actions

Action 24	GAP Principle(s)	Timing (at least by year's quarter/semester)
A24 – System of support, assessment and reporting of the societal impact of research A24.1 – Introduction of reporting on the societal impact of research and preparation of impact case studies linked to the requirements of the national evaluation of research organizations, in particular module M3 (Societal relevance / societal significance, which monitors the impact of research beyond the academic sphere). A24.2 – Creation of a system of support and assessment of the societal impact of research, including a methodology for identifying, measuring and communicating impact and support for cooperation with the applied sphere.	(+/-) 6. THE RESEARCHER (+/-) 8. SUSTAINABILITY OF RESEARCH (-/+) 16. DISSEMINATION AND EXPLOITATION OF RESULTS (-/+) 17. VALUING DIVERSE RESEARCH CAREERS	A24.1 – Q2 2027 (methodology); by Q4 2028 A24.2 – Q2 2027 (methodology); Q4 2027 Business School Impact System (BSIS); by Q4 2029

Proposed actions

	Responsible Unit	Indicator(s) / Target(s)
	A24.1 – Knowledge Transfer Center (CTZ) / Vice-Rector for Science, Research and Doctoral Studies / Faculties A24.2 – Vice-Rector for Science, Research and Doctoral Studies / PR and Marketing Department / Knowledge Transfer Center (CTZ)	A24.1 – Impact reporting methodology; min. 10 impact case studies per year. A24.2 – Methodology for identifying, assessing, and communicating societal impact approved by Q2 2027; BSIS carried out in 2027; methodology piloted at least at one faculty or unit by Q4 2028; evaluation report and recommendations for updating the system prepared by Q4 2029.

Proposed actions

Action 25	GAP Principle(s)	Timing (at least by year's quarter/semester)
A25 – Development of policy-oriented communication through policy briefs, debates, and round tables.	(-/+) 16. DISSEMINATION AND EXPLOITATION OF RESULTS	Q1 2027 – Q4 2029

Responsible Unit	Indicator(s) / Target(s)
PR and Marketing Department / Knowledge Transfer Center (CTZ) / Faculties	Gradual increase, min. 6 policy briefs in 2029; min. 4 policy events in 2029.

Proposed actions

Action 26	GAP Principle(s)	Timing (at least by year's quarter/semester)
A26 – Delivery of training in science communication and media presentation.	(-/+) 16. DISSEMINATION AND EXPLOITATION OF RESULTS (-/+) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT	Q1 2027 – Q4 2029

Responsible Unit	Indicator(s) / Target(s)
PR and Marketing Department / Doctoral Hub	Min. 2 training sessions per year; min. 100 trained employees and doctoral students by 2029; Moodle course.

Proposed actions

Action 27	GAP Principle(s)	Timing (at least by year's quarter/semester)
A27 – Knowledge Transfer Center and communication of cooperation with the applied sphere. A27.1 – Establishment of the Knowledge Transfer Center (CTZ) as an institutional interface for knowledge transfer and cooperation with practice. A27.2 – Systematic communication of cooperation with the applied sphere through case studies and networking events.	(-/+) 16. DISSEMINATION AND EXPLOITATION OF RESULTS (-/+) 17. VALUING DIVERSE RESEARCH CAREERS	A27.1 – Q1 2027 A27.2 – Q1 2027 – Q4 2029

Responsible Unit	Indicator(s) / Target(s)
A27.1 – Vice-Rector for Science, Research and Doctoral Studies A27.2 – Knowledge Transfer Center (CTZ) / PR and Marketing Department / Faculties	A27.1 – Knowledge Transfer Center established by Q1 2027; its roles, services, and responsibilities defined; contact point and support offer published; from 2028, at least 10 cases of knowledge transfer or cooperation with practice supported per year; annual overview of CTZ activities prepared. A27.2 – Min. 8 projects communicated per year; min. 4 networking events per year.

Proposed actions

Action 28	GAP Principle(s)	Timing (at least by year's quarter/semester)
A28 – Individual development plans (IDP) and methodological support for heads of departments. A28.1 – Introduction of a system of individual development and training plans (IDP) for academic and research staff. A28.2 – Introduction of methodological support for heads of departments and, where applicable, faculty training coordinators to support conducting development interviews, setting career goals, and development/training plans.	(+/-) 6. THE RESEARCHER (+/-) 12. CAREER PROGRESSION (-/+) 17. VALUING DIVERSE RESEARCH CAREERS (-/+) 18. CAREER DEVELOPMENT AND ADVICE (-/+) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT (-/+) 20. SUPERVISION AND MENTORING	Career code adopted by Q1 2027 and IDP methodology approved by Q4 2027; implementation of individual development plans from Q1 2028 (see A30). A28.2 – Q4 2027 – Q2 2028

Proposed actions

	Responsible Unit	Indicator(s) / Target(s)
	A28.1 – Vice-Rector for Pedagogical Activities and Quality Management A28.2 – Vice-Rector for Pedagogical Activities and Quality Management	A28.1 – Career code adopted and methodology approved by Q4 2027; implementation follows the approval of the career code (see A30). A28.2 – More than 75% of heads of departments have completed methodological preparation.

Proposed actions

Action 29	GAP Principle(s)	Timing (at least by year's quarter/semester)
A29 – Systematic program of targeted support for early-career researchers and academics (R1/R2) in publication strategy, methodology, teaching skills, career planning, grant readiness and networking.	(+/-) 6. THE RESEARCHER (-/+) 11. SELECTION (+/-) 12. CAREER PROGRESSION (-/+) 18. CAREER DEVELOPMENT AND ADVICE (-/+) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT (-/+) 20. SUPERVISION AND MENTORING	Q1 2027 – Q4 2028

Responsible Unit	Indicator(s) / Target(s)
Doctoral Hub	Min. 50% of R1/R2 involved from Q2 2028; ongoing measurement of satisfaction and feedback.

Proposed actions

Action 30	GAP Principle(s)	Timing (at least by year's quarter/semester)
A30 – Creation, approval, and implementation of a career code for academic and research staff defining research career paths (R1–R4) and assessment principles.	(+/-) 6. THE RESEARCHER (+/-) 7. FREE CIRCULATION OF RESEARCHERS (-/+) 11. SELECTION (+/-) 12. CAREER PROGRESSION (+/-) 14. STABILITY OF EMPLOYMENT (-/+) 17. VALUING DIVERSE RESEARCH CAREERS (-/+) 18. CAREER DEVELOPMENT AND ADVICE (-/+) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT	Q1 2027 approval, Q2 2027 communication; Q3–Q4 2027 implementation

Responsible Unit	Indicator(s) / Target(s)
Vice-Rector for Science, Research and Doctoral Studies / Faculties	Career code approved and communicated at all faculties, implemented in practice.

Proposed actions

Action 31	GAP Principle(s)	Timing (at least by year's quarter/semester)
A31 – Creation and implementation of a researcher competence framework covering research ethics, open science, grant management, societal impact and team leadership, linked to the career framework and training.	(+/-) 1. ETHICS AND RESEARCH INTEGRITY (-/+) 3. OPEN SCIENCE (+/-) 6. THE RESEARCHER (+/-) 12. CAREER PROGRESSION (-/+) 17. VALUING DIVERSE RESEARCH CAREERS (-/+) 18. CAREER DEVELOPMENT AND ADVICE (-/+) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT	Q4 2027

Responsible Unit	Indicator(s) / Target(s)
Vice-Rector for Science, Research and Doctoral Studies	Researcher competence framework developed, approved and published by Q4 2027, and linked to the career framework and professional development activities.

Proposed actions

Action 32	GAP Principle(s)	Timing (at least by year's quarter/semester)
A32 – Setting transparent principles for workload allocation (teaching, research, third role) taking into account career stage and the degree of involvement in research activities.	(+/-) 6. THE RESEARCHER	
	(+/-) 7. FREE CIRCULATION OF RESEARCHERS	
	(+/-) 12. CAREER PROGRESSION	
	(+/-) 13. WORKING CONDITIONS, FUNDING AND SALARIES	Q4 2027
	(+/-) 14. STABILITY OF EMPLOYMENT	
	(-/+) 17. VALUING DIVERSE RESEARCH CAREERS	

Proposed actions

	Responsible Unit	Indicator(s) / Target(s)
	Vice-Rector for Science, Research and Doctoral Studies / Vice-Rector for Pedagogical Activities and Quality Management / Faculties	Framework approved and applied at faculties.

Proposed actions

Action 33	GAP Principle(s)	Timing (at least by year's quarter/semester)
A33 – VŠE institutional mentoring programme, including the preparation of mentors. A33.1 – Launch of the VŠE institutional mentoring programme for doctoral students and junior researchers. A33.2 – Training of mentors in sharing experience through peer mentoring and group circles.	(+/-) 6. THE RESEARCHER (-/+) 18. CAREER DEVELOPMENT AND ADVICE (-/+) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT (-/+) 20. SUPERVISION AND MENTORING	A33.1 – Q1 2027 A33.2 – Q1 2027 – Q4 2029

Responsible Unit	Indicator(s) / Target(s)
Doctoral Hub	A33.1 – Programme documents published; min. 18 junior researchers mentored per year. A33.2 – Training curriculum approved, training delivered; min. 3 runs of group circles for doctoral students each year.

Proposed actions

Action 34	GAP Principle(s)	Timing (at least by year's quarter/semester)
A34 – Targeted support for at-risk groups (female researchers, international doctoral students).	(+/-) 4. GENDER EQUALITY (+/-) 5. EMBRACING DIVERSITY (+/-) 7. FREE CIRCULATION OF RESEARCHERS (+/-) 8. SUSTAINABILITY OF RESEARCH (-/+) 18. CAREER DEVELOPMENT AND ADVICE (-/+) 20. SUPERVISION AND MENTORING	Q2 2027

Responsible Unit	Indicator(s) / Target(s)
Vice-Rector for Science, Research and Doctoral Studies / Doctoral Hub	Key program materials available in Czech and English; at least one form of targeted support for female researchers, including persons returning from parental leave, and one form of support for international doctoral students introduced; participation of individual groups and feedback monitored.

Unselected principles:

The establishment of an open recruitment policy is a key element in the strategy for the implementation of the principles of the European Charter for Researchers. Please also indicate how your organisation will use the OTM-R toolkit and how you intend to implement / are implementing the principles of OTM-R. It is helpful to include a brief commentary demonstrating this implementation even if there is some overlap with the actions listed above. If this is the case, please link the OTM-R checklist with the overall action plan (max. 1000 words).*

The Prague University of Economics and Business (VŠE) is committed to implementing the principles of Open, Transparent and Merit-based Recruitment (OTM-R) as an integral part of its Human Resources Strategy for Researchers (HRS4R).

The implementation builds on the institutional GAP analysis, the OTM-R self-assessment conducted across all six faculties, and consultations with researchers and academic managers. The findings have been translated into specific measures in the HRS4R Action Plan, particularly Actions A16–A21.

Institutional recruitment policy and procedures

VŠE will revise its Rules for Selection Procedures for Academic Positions and the related Rector's Directive No. 08/2021 (A16, Q2 2027). An institutional OTM-R policy and an internal OTM-R manual will be developed, approved, and published in Czech and English (A19, Q2 2027).

These documents will establish common standards for recruitment and selection, including job advertisement templates, transparent selection procedures, clear assessment criteria, information on working conditions, equal opportunities, career breaks, mobility and feedback to applicants.

Open recruitment and international visibility

VŠE will systematically use the EURAXESS platform to advertise academic and research positions (A17). From Q3 2027, at least 90% of these positions are expected to be published on EURAXESS, supporting openness and international accessibility.

Fair and transparent selection

The composition of selection committees will be monitored, with a target of at least 30% women's representation (A20.1). Committee members will receive training in OTM-R principles (A20.2). By the end of 2027, at least 70% of committee members should have completed training, and every selection procedure should include at least one trained member.

VŠE will also establish transparent procedures for handling candidates' complaints and introduce standardized principles and templates for providing feedback to unsuccessful applicants (A21). The complaints procedure will be publicly available in Czech and English.

Monitoring and continuous improvement

The implementation of OTM-R will be monitored using at least five key performance indicators (KPIs), with the first summary report scheduled for Q4 2027 and annual reporting thereafter (A18).

Indicators will include the proportion of positions advertised on EURAXESS, compliance of job advertisements with OTM-R requirements, training of selection committee members and the gender composition of committees.

The OTM-R checklist will serve as a self-assessment and monitoring tool, linking the identified gaps to the relevant measures in the Action Plan.

Governance and stakeholder involvement

Implementation will be overseen by the HR Award Strategic Steering Committee, supported by the relevant working groups, the Payroll and HR Department and the faculties. Progress will be reviewed at monthly committee meetings, with corrective measures introduced where necessary.

Researchers and faculty representatives will remain involved through consultations, commenting procedures and feedback mechanisms. Key documents and information will be communicated through the university website, staff intranet and internal communication channels.

Through these measures, VŠE aims to establish a consistent, transparent and inclusive recruitment system aligned with the European Charter for Researchers and the principles of OTM-R.

If your organisation already has a recruitment strategy which implements the principles of OTM-R, please provide the web link where this strategy can be found on your organisation's website. Multiple links must be comma-separated.

URL:

4. Implementation

General overview of the expected overall implementation process of the action plan (max. 1000 words).

The HRS4R Action Plan of the Prague University of Economics and Business (VŠE) covers the period from Q4 2026 to Q4 2029. It comprises 34 actions, including sub-actions, structured around the four pillars of the European Charter for Researchers. The Action Plan has been developed as part of the *Development of the Research Environment at VŠE* (VyzPro) project, supported by the Johannes Amos Comenius Operational Program (OP JAK).

The Action Plan is based on the GAP analysis of the 20 principles of the European Charter for Researchers, and the institutional Open, Transparent and Merit-based Recruitment (OTM-R) self-assessment. The Human Resources Working Group prepared these in cooperation with all six faculties between December 2025 and June 2026. The process drew on a university-wide questionnaire survey conducted in December 2025 (548 responses), a Researcher Focus Group comprising 18 researchers across career stages R1–R4 and all six faculties,

interviews with heads of departments concerning the career code (2026), OTM-R self-assessments conducted by all faculties, and findings from previous institutional surveys (OP JAK 2024 and OPZ+). The Action Plan was discussed by VŠE management on 19 May 2026, and by the Rector's Collegium in June 2026. It was formally approved on 20 October 2026.

Implementation will proceed in three phases.

Phase 1 (Q4 2026 – Q2 2027): Establishing institutional frameworks and structures. This phase focuses on developing and updating key institutional documents, policies, and support structures, including the institutional OTM-R policy and manual, revised Rules for Selection Procedures, the career code, the Open Science Center, the Knowledge Transfer Center, the Research Data Management Directive, and the updated Open Science Strategy.

Phase 2 (Q3 2027 – Q4 2028): Implementation and piloting. During this phase, the new policies and procedures will be introduced into institutional practice. Activities will include training selection committee members, managers, and doctoral students; introducing individual development plans; implementing the institutional mentoring program; establishing and piloting a unified researcher assessment framework; developing an integrated Business Intelligence (BI) tool; and introducing societal impact reporting.

Phase 3 (2029): Evaluation, consolidation, and preparation for further assessment. This phase will focus on evaluating the effectiveness of implemented measures, identifying areas requiring further improvement, embedding successful practices into institutional procedures, and preparing for the next stage of the HRS4R assessment process.

Each action has a designated responsible unit, an implementation timeframe specified by calendar quarter, and measurable indicators or targets. Responsibilities are assigned to the relevant Vice-Rectors, the Bursar, the Payroll and HR Department, the Center of Information and Library Services, the Doctoral Hub, the Knowledge Transfer Center, the PR and Marketing Department, and the faculties.

The HR Award Strategic Steering Committee will oversee implementation. Operational coordination will be provided by the HRS4R Coordinator, who will work closely with the Human Resources Working Group and the Research Working Group.

The Action Plan is aligned with the VŠE Strategic Plan 2026–2030, the Human Resources Management Strategic Plan 2025–2030, the Gender Equality Plan 2023–2027, the Open Science Strategy, and the Sustainability Strategy. Implementation will be financed through the university budget and relevant project funding, including OP JAK and ESF+.

The Action Plan and the institutional OTM-R policy will be published in Czech and English on the VŠE website. Implementation progress will be regularly communicated to employees, monitored through established governance structures, and evaluated during the internal review after 24 months.

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

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

How will the implementation committee and/or steering group regularly oversee progress?*

Detailed description and justification (max. 500 words)

Implementation of the HRS4R Action Plan will be overseen by the HR Award Strategic Steering Committee, established in accordance with the Feasibility Study of the Development of the Research Environment at VŠE (VyzPro) project.
The Committee is chaired by Professor Martin Lukeš, Vice-Rector and Project Guarantor, and comprises 11 members, including the leaders of key project activities KA2–KA10 and the HR Award Coordinator. The Project Office provides administrative support.
The Committee meets monthly. Since September 2025, 13 meetings have been held. Before each meeting, the leaders of the relevant activities report on implementation progress, indicating whether tasks have been completed, are in progress, or have been rescheduled. Each task is recorded with an assigned responsible person and a deadline. Completion is reviewed at the following meeting.
The Committee monitors progress against the Action Plan, identifies delays and implementation risks, and decides on necessary adjustments to deadlines, responsibilities, and resources. This ensures continuous oversight, clear accountability, and timely corrective action.

Operational and expert activities are carried out by two working groups: the Human Resources Working Group, responsible for preparing and implementing measures in the areas of researcher assessment, recruitment, working conditions, career development and talent management, as well as relevant aspects of research ethics, integrity, gender equality and Open Science, and the Research Working Group, which reviews the measures from the perspective of research activities and the research environment, including research ethics, integrity, gender equality, inclusion and Open Science, through the Board of Vice-Deans for Research. All six faculties are represented in these working groups, ensuring that institutional measures reflect faculty-specific conditions and are implemented consistently across VŠE.

How do you intend to involve the research community, your main stakeholders, in the implementation process?*

Detailed description and justification (max. 500 words)

The research community has been actively involved in preparing the HRS4R Action Plan and will continue to play an important role throughout its implementation.

During the preparation phase, researchers participated in a university-wide questionnaire survey conducted in Czech and English in December 2025, which received 548 responses from all six faculties and across research career stages. A Researcher Focus Group comprising 18 researchers representing career stages R1–R4 and all six faculties was established, with participants nominated through the university's Board of Vice-Deans for Research. Interviews with department heads provided additional input, particularly regarding the development of the career code.

During implementation, stakeholder involvement will be ensured through several mechanisms.

The Researcher Focus Group will continue to review proposed measures, assess their practical implications, and provide feedback on their impact on researchers' everyday working conditions and career development.

All six faculties are represented in the HR Award working groups, ensuring that faculty perspectives are incorporated into institutional decision-making and implementation.

Key institutional documents, including the OTM-R policy, the career code, the researcher assessment framework, and the competence framework, will undergo consultation and comment procedures at the faculty level and within the academic senates.

Researchers' feedback will be collected through repeated staff surveys, including those evaluating the researcher assessment system (A15), and through evaluations of specific support and development activities, such as the return-from-parental-leave program (A10), early-career researcher support (A29), and mentoring (A33).

Communication and transparency will be supported through the staff intranet (SharePoint), the university website in Czech and English, onboarding activities, and regular communication campaigns (A8 and A22).

These mechanisms will enable researchers and other stakeholders to contribute to the implementation process, provide feedback on the effectiveness of individual measures, and participate in their continuous improvement.

How do you proceed with the alignment of organisational policies with the HR Excellence in Research award process? Make sure it is recognised in the organisation’s research strategy as the overarching HR policy. *

Detailed description and justification (max. 500 words)

The Human Resources Strategy for Researchers (HRS4R) serves as the overarching human resources policy for researchers at the Prague University of Economics and Business (VŠE). It is aligned with the VŠE Strategic Plan 2026–2030 and the Human Resources Management Strategic Plan 2025–2030.

The HRS4R Action Plan translates the principles of the European Charter for Researchers into specific institutional measures, ensuring their integration into university policies, internal regulations, and everyday practices.

Several actions directly involve the development or revision of key institutional documents:

- **A16:** Revision of the Rules for Selection Procedures for Academic Positions, and Rector's Directive No. 08/2021.
- **A30:** Development, approval, and implementation of the Career Code for academic and research staff.
- **A5:** Development of the Research Data Management Directive.
- **A19:** Development, approval, and publication of the institutional Open, Transparent and Merit-based Recruitment (OTM-R) Policy, and the internal OTM-R Manual.
- **A12:** Introduction of a unified university framework for researcher assessment, incorporating both quantitative and qualitative criteria.

The HRS4R Action Plan is also linked to the Gender Equality Plan 2023–2027, including its planned update under Action A11, the Open Science Strategy (A4), and the VŠE Sustainability Strategy.

To ensure long-term institutional alignment, compliance with the principles of the European Charter for Researchers will be assessed whenever internal regulations or policies affecting researchers are developed or revised.

This approach ensures that HRS4R is integrated into VŠE's strategic management, institutional governance, and human resources practices, rather than being implemented as a separate, time-limited project.

How will you ensure that the proposed actions are implemented?*

Detailed description and justification (max. 500 words)

The Human Resources Strategy for Researchers (HRS4R) is aligned with the Prague University of Economics and Business (VŠE) Strategic Plan 2026–2030, which explicitly identifies the attainment and maintenance of the HR Excellence in Research Award as an institutional strategic priority.
In particular, Section 6.5.1, “Development of HR Processes, Human Resources, and Career Progression”, provides for the implementation of HR Award-related processes, the introduction of a new career code, standardized onboarding, career planning, mentoring, management development, and regular staff appraisal.
This strategic commitment is further supported by Sections 6.5.2 and 6.5.3, which address equal opportunities, inclusion, employee well-being, and the integration of international staff and doctoral researchers.
The HRS4R Action Plan, formally approved on 20 October 2026, translates these institutional priorities and the principles of the European Charter for Researchers into 34 actions with defined responsibilities, deadlines, and measurable indicators.
HRS4R serves as the overarching institutional framework for human resources policies affecting researchers, linking recruitment, assessment, working conditions, research integrity, and career development.
Its implementation is coordinated with the Human Resources Management Strategic Plan 2025–2030, the Gender Equality Plan, the Open Science Strategy, and other relevant university policies.
Institutional alignment will be maintained through the preparation and revision of internal regulations, regular monitoring of Action Plan implementation, and oversight by the HR Award Strategic Steering Committee.

How will you monitor progress (timeline)?*

Detailed description and justification (max. 500 words)

Progress in implementing the HRS4R Action Plan will be monitored against a detailed timeline covering the period Q4 2026 – Q4 2029. Each action and sub-action has a defined implementation deadline, a responsible unit, and measurable indicators or targets.

Monitoring will take place at three levels:

- Monthly monitoring: The HR Award Strategic Steering Committee will review progress at its regular monthly meetings, based on reports from the responsible activity leaders. Tasks, deadlines, responsible persons, and completion status will be recorded, and any delays or implementation risks will be addressed through corrective measures.
- Ongoing monitoring: The Human Resources Working Group and the Research Working Group will monitor implementation within their respective areas, coordinate activities across faculties, and provide feedback to the Committee.
- Annual monitoring: A consolidated progress report will be submitted to VŠE management, summarising completed actions, progress against indicators, outstanding tasks, and any necessary adjustments.

The main implementation milestones are:

- Q1 2027: Approval of the Career Code (A30).
- Q2 2027: Publication of the institutional Open, Transparent and Merit-based Recruitment (OTM-R) Policy, and entry into force of the revised Rules for Selection Procedures (A16, A19).
- Q4 2027: First OTM-R monitoring report (A18), implementation of the Business Intelligence (BI) tool (A13), and completion of the researcher competence framework (A31).
- Q4 2028: Pilot testing of the qualitative researcher assessment methodology (A12), and introduction of institutional gender equality indicators (A11).
- 2029: Consolidation of implemented measures, evaluation of their effectiveness, and preparation of recommendations for further improvement.

An institutional interim assessment will be conducted 24 months after the HR Excellence in Research Award is granted, in accordance with the HRS4R assessment cycle.

The overall evaluation of the Action Plan is scheduled for Q4 2029. Its findings will inform the next phase of institutional development and the continuous improvement of human resources policies for researchers.

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

Detailed description and justification (max. 500 words)

Progress towards the next HRS4R assessment will be measured using the quantitative and qualitative indicators defined for each action and sub-action in the HRS4R Action Plan. These indicators will enable VŠE to assess the completion of planned measures, their practical implementation, and their contribution to improving the research environment.

Key performance indicators include:

- Open, Transparent and Merit-based Recruitment (OTM-R): At least 90% of academic and research positions advertised on EURAXESS from Q3 2027 (A17), and at least 90% of relevant job advertisements complying with the OTM-R toolkit (A19).
- Selection procedures: At least 70% of selection committee members trained in OTM-R principles by the end of 2027, and at least 30% representation of women on selection committees (A20).
- Research ethics and integrity: At least 30 employees and doctoral students trained annually, including completion of the relevant Moodle course (A1).
- Open Science: At least 15 datasets complying with FAIR principles deposited and published in a trusted repository during the implementation period (A7).
- Early-career researcher development: At least 50% of researchers in career stages R1 and R2 participating in targeted development activities from Q2 2028 (A29).
- Mentoring: At least 18 junior researchers mentored annually through the institutional mentoring program (A33).
- Support for employees returning from parental leave: Retention of at least 60% of employees following their return, alongside monitoring of program participation and satisfaction (A10).

Progress data will be collected by the responsible units, and consolidated by the HRS4R Coordinator for review by the HR Award Strategic Steering Committee.

The integrated Business Intelligence (BI) tool developed under A13 will support access to institutional data on research, project, and teaching activities. Progress will also be documented through annual OTM-R monitoring reports (A18), gender equality reports (A11), and evaluations of the researcher assessment system (A15).

Repeated employee surveys will provide qualitative feedback and allow comparisons with the baseline findings from institutional surveys conducted in 2024 and 2025.

The results will be reviewed against the original GAP analysis, the OTM-R self-assessment, and the Action Plan targets. Evidence of implementation, including approved documents, monitoring reports, training records, survey results, and evaluation findings, will support the internal HRS4R review 24 months after the HR Excellence in Research Award is granted.

Where indicators reveal insufficient progress, corrective measures will be proposed and monitored through the established HRS4R governance structures.

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

The Prague University of Economics and Business (VŠE) considers the HRS4R process an opportunity for long-term institutional development, rather than solely a means of obtaining the HR Excellence in Research Award.

Given the university's decentralised structure, particular attention will be paid to ensuring consistent implementation across all six faculties, while respecting their specific organisational and disciplinary contexts.

A key priority will be the long-term sustainability of the measures introduced, particularly their integration into internal regulations, established HR processes, institutional support services, and regular monitoring mechanisms.

The experience gained during implementation, together with feedback from researchers, faculties, and other stakeholders, will inform the continuous improvement of institutional policies beyond the initial Action Plan period.