

HR Excellence in Research

Process Description

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Case number

2023CZ158003

Name Organisation under review

Skoda Auto University

Organisation's contact details

Na Karmeli 1457, Mladá Boleslav, 29301, Czech Republic

Date endorsement charter and code

17/11/2023

Submission date to the European Commission

01/07/2026

Process

The HR Excellence in Research strategy should be developed in consultation with stakeholders and involve a diverse group of researchers (from R1 to R4). It should also include the appointment of a committee to oversee the process and a working group to carry out the implementation.

Please provide the name, the position, and the management line / department of the persons who are directly or indirectly engaged in the HR Excellence in Research process in your organisation:

Name	Position	Steering Committee	Working Group	Management line/ Department
Ing. Michaela Provazníková	HR Specialist	☐	☒	HR Department
doc. Ing. Ladislav Socha, MBA, Ph.D.	Vice-Rector for Science and Research	☐	☒	Management
doc. Ing. Helena Chytilová, M.A., Ph.D.	Vice-Rector for International Relations	☒	☐	Management
prof. Ing. Vojtěch Dynybyl, Ph.D.	Head of Mechanical and Electrical Engineering Department	☐	☒	Mechanical and Electrical Engineering
Ing. Lukáš Herout, Ph.D.	Head of the Department of Informatics	☐	☒	Department of Informatics
prof. Ing. Ondřej Krejcar, Ph.D.	CEO/Rector	☒	☐	Management
prof. Ing. Radim Lenort, Ph.D., Ing. Paed. IGIP	Head of Production, Logistics and Quality Management Department	☐	☒	Department of Production, Logistics and Quality management
Ing. Martina Zimmermann, MBA	Bursar	☒	☐	Management

Name	Position	Steering Committee	Working Group	Management line/ Department
Mgr. Petr Šulc	Vice-Rector for Study Affairs and Quality Management			Management

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4, as well as appoint a committee overseeing the process and a working group responsible for the implementation of the HR Excellence in Research process.

Provide information on how the researcher groups were involved in the gap analysis.

Stakeholder group	Consultation format	Contributions
Steering Committee	face-to-face and online meetings, or hybrid form of meetings	As part of the preparation and drafting of the GAP analysis, a Steering Committee was established to play a key role in supporting and overseeing the activities of the working group. The working group met regularly, and these meetings were essential for ensuring effective communication, coordination, and collaboration between the working group and the Steering Committee. During these regular meetings, the Steering Committee actively participated in reviewing specific points and provisions within the GAP analysis. Each member had the opportunity to express their views, contribute suggestions, and provide feedback on individual parts of the analysis. This collaborative approach ensured a broad perspective and helped to align the GAP analysis with the needs and priorities of the organisation. The quarterly meetings also provided space for structured discussions on key issues, including the identification of gaps and areas requiring further development. Particular attention was given to aligning the analysis with current priorities in research careers, such as open science, diversity and inclusion, gender equality, and researcher well-being, in line with evolving European standards. This iterative process enabled continuous review and refinement of the GAP analysis and ensured that stakeholder feedback was effectively incorporated into the development of the Action Plan.

Stakeholder group	Consultation format	Contributions
Working group	face-to-face and online meetings, or hybrid form of meetings	The Working Group played a key role in initiating and coordinating the preparation of all documentation required for obtaining the HR Excellence in Research Award. The group consisted of representatives from the HR Department, the Vice-Rector for Science and Research, and heads of academic departments actively engaged in research activities. This composition ensured a balanced perspective combining HR expertise with direct insight from the research environment. The Working Group led the development of all required documents and conducted a detailed GAP analysis, identifying key areas for improvement in alignment with European standards for researchers. Particular attention was given to capturing the practical needs of researchers and translating them into institutional development priorities. Based on the GAP analysis, the Working Group prepared a set of proposed measures, which were subsequently incorporated into the Action Plan. These proposals were regularly presented to the Steering Committee to ensure continuous feedback, discussion, and validation. This iterative approach enabled further refinement and optimisation of the proposed actions. To ensure an efficient and structured process, the Working Group divided responsibilities according to the professional expertise and organisational roles of its members. This approach allowed each member's knowledge to be effectively utilised and contributed to the overall quality and depth of the analysis. The Working Group held regular monthly meetings, during which all parts of the GAP analysis and Action Plan were systematically discussed, reviewed, and updated. Progress was continuously monitored, ensuring that the preparation of documents was completed on schedule and with a strong emphasis on quality, consistency, and relevance. Throughout the process, particular attention was paid to aligning proposed measures with current priorities in research careers, including open science, diversity and inclusion, gender equality, and researcher well-being. This ensured that the resulting Action Plan reflects both institutional needs and evolving European expectations.

Stakeholder group	Consultation format	Contributions
Academic and administrative staff	annual employee satisfaction survey	Academic and administrative staff are engaged in the continuous improvement of the work environment through an annual employee satisfaction survey, which is distributed to all staff members. This survey covers general aspects such as working conditions, benefits, and organisational processes. In addition to this general feedback mechanism, Škoda Auto Vysoká škola is introducing a structured planning tool for academic and research staff as part of the Career Development Framework (Career Code). This tool will take the form of a standardised internal form in which researchers will regularly provide information on their planned research-related activities, including: - participation in conferences and research mobility, - planned scientific publications and outputs, - training and development needs. The collected information will be systematically used by support and administrative departments (e.g. HR, Research and Creative Activities Department) to proactively organise and coordinate related processes, such as conference participation, publication support, and training activities. This approach will significantly reduce the administrative burden on researchers by centralising information and ensuring that necessary support is provided in a coordinated and timely manner. At the same time, it will enable the organisation to better align support services with the actual needs of researchers and to improve planning and resource allocation across departments.

Please describe how the committee overseeing the process was appointed and how it worked (meetings, decisions, etc.).

The Steering Committee overseeing the HRS4R process was appointed by the university management, taking into account the professional expertise, roles, and experience of its members. The composition of the committee ensured representation from key management and academic areas, allowing for a strategic and well-balanced oversight of the process.

The Steering Committee worked closely with the Working Group throughout the preparation of the GAP analysis and the Action Plan. Regular meetings were organised, typically on a quarterly basis, while additional meetings or consultations were held as needed to address specific topics. Prior to each meeting, materials and key points for discussion were shared with committee members to allow sufficient time for preparation.

During these meetings, the committee reviewed outputs prepared by the Working Group, including the GAP analysis and proposed actions. Members actively contributed through discussions, provided feedback, and proposed improvements. Decisions were taken collectively, based on consensus, ensuring that the resulting measures reflected the strategic priorities and real needs of the organisation.

This structured and iterative collaboration enabled continuous monitoring of progress and refinement of outputs. The Steering Committee also ensured that stakeholder perspectives were appropriately reflected and that the process remained aligned with both institutional priorities and European standards for research careers.

Overall, the governance structure, based on close cooperation between the Steering Committee and the Working Group, ensured a transparent, inclusive, and well-coordinated development of the HR Excellence in Research Strategy and its Action Plan.

Please describe how the working group doing the gap analysis was appointed.

The Working Group responsible for conducting the GAP analysis was appointed by the university management. The selection of its members was based on their professional expertise, organisational roles, and active involvement in research and human resources processes.

The Working Group included representatives from the HR Department, the Vice-Rector for Science and Research, and academic staff in leadership positions (Heads of Departments) who are actively engaged in research activities. This composition ensured a balanced approach combining HR expertise with direct experience from the research environment.

Due to the size of the organisation, the Working Group was designed to be relatively compact, enabling efficient coordination, clear distribution of responsibilities, and effective decision-making. At the same time, the group worked in close cooperation with the Steering Committee, which provided additional oversight and feedback.

The GAP analysis process was supported by digital collaboration tools, primarily MS Teams. Hybrid meetings (combining in-person and online participation) were held regularly, allowing flexible and inclusive involvement of all members. A dedicated shared workspace was created within MS Teams, where all relevant documents were stored, accessed, and collaboratively edited in real time. This ensured transparency, consistency, and efficient document management throughout the process.

The Working Group divided the individual areas of the GAP analysis according to members' expertise and responsibilities. Regular monthly meetings were organised to discuss progress, review outputs, and coordinate next steps. This structured and collaborative approach ensured that the GAP analysis was completed efficiently, with a strong emphasis on quality, consistency, and alignment with institutional and European priorities.