

HR Excellence in Research

Action Plan

Action Plan

Case number

2023CZ158003

Name Organisation under review

Skoda Auto University

Organisation's contact details

Na Karmeli 1457, Mladá Boleslav, 29301, Czech Republic

Submission date to the European Commission

01/07/2026

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 *	57
Of whom are international (i.e. foreign nationality) *	5
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	23
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) *	18
Of whom are R2 = recognised researcher (e.g. postdoctoral researcher, junior researcher) *	27
Of whom are R1 = first stage researcher (e.g. doctoral candidate, research apprentice) *	12
Total number of students (if relevant) *	1294
Total number of staff (including management, administrative, teaching, and research staff) *	94
RESEARCH FUNDING (figures for the most recent fiscal year)	€
Total annual organisational budget	9108978
Annual organisational direct government funding (designated for research)	138460

RESEARCH FUNDING (figures for the most recent fiscal year)**€**

Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	115336
Annual funding from private, non-government sources, designated for research	634066

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

Škoda Auto Vysoká škola (ŠAVŠ), founded in 2000 by Škoda Auto a.s., is a private higher education institution and the first in the Czech Republic with institutional accreditation. It offers bachelor's and master's programmes combining economic and technical education, including mandatory internships. ŠAVŠ systematically develops its research capacity as a recognised research organisation supported by internal and national funding schemes. Research focuses on economics, management, logistics, finance, HR, industrial engineering, and computer science, with a strong automotive orientation. ŠAVŠ actively disseminates research results, supports international cooperation, and aims to expand its research profile through future doctoral programmes.

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:

- Existence of a comprehensive Code of Ethics and Ethics Committee, aligned with the European Code of Integrity
- Established Research Ethics Committee with transparent procedures (standard vs. simplified review, informed consent templates)
- Clear rules on plagiarism and publication ethics, including internal guideline on questionable journals (OS.66.01)
- Structured approach to publication quality control and prevention of predatory publishing
- Strong system for intellectual property protection and commercialisation (Directive OS.8.04, IP Commission, Commercialisation Council)
- Active support of open access (institutional repository, public availability of outputs)
- Compliance of internal regulations with national legislation
- Regular training in health, safety, and environmental protection

Weaknesses

- Internal documents for staff are primarily available only in Czech, limiting accessibility for international staff
- Limited strategic approach to science communication and outreach coordination

Researchers assessment, recruitment, and progression*

**Strengths and Weaknesses (max. 800 words)**

Strengths

- Annual staff appraisal system based on self-assessment and structured evaluation with supervisors
- Research performance (publications, projects) reflected in evaluation and incentive schemes
- Financial incentives linked to quality of publications and project acquisition
- Transparent internal grant competitions (IGA, SGS, GCE) supporting performance and progression
- Defined support for excellence in research through targeted funding tools

Weaknesses

- Outreach and science communication activities are not sufficiently reflected in staff evaluation
- No fully integrated system linking evaluation with career progression pathways (implicit gap)

Working conditions and practices*

**Strengths and Weaknesses (max. 800 words)**

Strenghts

- Clearly defined internal regulations and compliance framework
- Functioning internal monitoring system (trade unions, Internal Evaluation Council)
- Strong administrative and project support (Research & Creative Activities Department)
- Dedicated support across the full project lifecycle (proposal → implementation → reporting)
- Collaboration with Škoda Auto a.s. and external partners
- Availability of modern research infrastructure (Na Hejdovce Technical Centre)
- Tools supporting planning: Publication Plan and Academic Travel Plan
- Centralised project documentation and monitoring tools (Researcher's Log, Project Card)
- Active support for research dissemination (Research Open Day, media cooperation)

Weaknesses

- Project management relies on internal tools and shared repositories, limiting automation and analytics
- Missing obligation for audit cooperation in internal project contracts

Research careers and talent development*

**Strengths and Weaknesses (max. 800 words)**

Strenghts

- Strong support for early-career researchers and students (SGS, IGA involvement)
- Opportunities for student participation in research projects
- Active promotion of interdisciplinary collaboration (Research Club, workshops)
- Support for internationalisation and mobility (Academic Travel Plan)
- Wide range of training, collaboration, and networking opportunities
- Active science popularisation and outreach activities, involving staff and students
- Institutional support for career development through research engagement

Weaknesses

- Absence of a doctoral programme limits structured early-stage research career development
- Missing fully systematic career development framework aligned to R1–R4 levels

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://www.savs.cz/en/about-us> (<https://www.savs.cz/en/about-us>)

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

Conceptual project management Drafting of internal regulations to provide an overarching framework for the strategic management and administration of projects, including all processes associated with project activities, and strengthening the control mechanisms for project documentation.

GAP Principle(s)

- (++) 5. Contractual and legal obligations
(+/-) 6. Accountability

Timing (at least by year's quarter/semester)

Q3/2027-Q1/2028

Responsible

Unit

Indicator(s) / Target(s)

Vice-Rector
for Science
and
Research
Vice-Rector
for
International
Relations
Heads of
departments

- Newly issued and published internal regulations
- The regulations will primarily include:
- The creation of a methodology setting out the duties and rights of project managers, including the obligation to cooperate during internal and external audits.
- An internal project monitoring tool
- Development of the methodology for the work of the project team.
- Awareness across the institution.

Proposed actions

Action 2

OTM-R policy Development of the OTM-R policy: • Measures:
 - drafting of the OTM-R policy document (CZ + EN). -
 harmonisation of existing rules (HR, ethics, recruitment). -
 creation of a standardised job advertisement template. -
 Publication of the document on the school's website.

GAP Principle(s)

(+/-) 12. Recruitment

(-/+) 13. Recruitment (Code)

(+/-) 14. Selection (Code)

(++) 15. Transparency (Code)

**Timing (at least by
year's
quarter/semester)**

Q4/2027-Q1/2028

Responsible

Unit

Indicator(s) / Target(s)

HR officer
 Director/Rector
 Bursar Vice-
 Rector for
 Science and
 Research
 Vice-Rector for
 International
 Relations Vice-
 Rector for
 Student Affairs
 and Quality

• OTM-R policy published (YES/NO). • Available in both
 Czech and English. • Number of references to OTM-R in
 advertisements.

Proposed actions

Action 3

Work-life balance This measure builds on the already well-established system of flexible working arrangements and aims to further systematise and continuously improve it. - identifying the needs of specific groups of staff (e.g. parents, carers). - developing existing measures relating to flexible working arrangements. - Raising awareness of the benefits available.

GAP Principle(s)

(++) 24. Working conditions

Timing (at least by year's quarter/semester)

Q2/2027

Responsible

Unit

Indicator(s) / Target(s)

HR

- Number of new or amended measures. - Employee satisfaction as determined by the employee satisfaction survey.

Proposed actions

Action 4

Restructuring of internal documents To improve the clarity, accessibility and systematic organisation of internal documents in relation to HR processes and HRS4R principles. Specific steps: - analysis of the existing structure of internal documents. - Identification of key HR documents (recruitment, career development, ethics, R&D). - Simplification and standardisation of the document structure. - linking documents to the OTM-R policy and the Career Regulations. - improving the accessibility of documents for employees (clarity, ease of navigation).

GAP Principle(s)

(++) 4. Professional attitude

(++) 5. Contractual and legal obligations

(+/-) 6. Accountability

(+/-) 12. Recruitment

(-/+) 28. Career development

(-/+) 30. Access to career advice

**Timing (at least by
year's
quarter/semester)**

Q3/2027-Q3/2028

Responsible Unit	Indicator(s) / Target(s)
Head of Department Vice-Rector for Science and Research Vice-Rector for Academic Affairs and Quality Assurance System integrator	• Clear document structure (YES/NO). • Improved staff orientation (feedback). • Number of documents revised.

Proposed actions

Action 5

Implementation of the OTM-R quality and monitoring system
 Introduce systematic monitoring of recruitment quality. -
 Definition of KPIs for recruitment (number of applicants, success rate). - Regular evaluation of recruitment processes (once a year). - Linkage with HR reporting. - Involvement of management in the evaluation. - Prioritise the quality and relevance of experience over length of service. - Expanding assessment criteria to include potential, teamwork and transferable skills. - Taking into account the principles of diversity and inclusion when selecting candidates.

GAP Principle(s)

- (+/-) 12. Recruitment
- (+/-) 14. Selection (Code)
- (++) 16. Judging merit (Code)
- (+/-) 17. Variations in the chronological order of CVs (Code)
- (+/-) 18. Recognition of mobility experience (Code)
- (+/-) 20. Seniority (Code)

Timing (at least by year's quarter/semester)

Q2/2028

Responsible

Unit

Indicator(s) / Target(s)

HR

• Monitoring system established (YES/NO). • Annual recruitment report. • Number of measures taken.

Proposed actions

Action 6

Introduction of training in OTM-R and HR - updating training for members of selection panels - Topics covered: • OTM-R principles, • gender equality (GEP), • unconscious bias, - objective assessment of candidates.

GAP Principle(s)

(+/-) 12. Recruitment

(+/-) 14. Selection (Code)

(+/-) 17. Variations in the chronological order of CVs (Code)

(+/-) 18. Recognition of mobility experience (Code)

(+/-) 20. Seniority (Code)

(++) 27. Gender balance

**Timing (at least by
year's
quarter/semester)**

Q2/2028-Q3/2028

Proposed actions

Proposed actions	
Responsible Unit	Indicator(s) / Target(s)
HR officer Director/Rector Bursar Vice- Rector for Science and Research Vice-Rector for International Relations Vice- Rector for Student Affairs and Quality	• Number of training courses completed. • % of staff involved. • Participant feedback.

Proposed actions

Action 7

Introduce standardised rules for the recruitment and assessment of candidates Defining rules for the composition of selection panels - Setting the minimum composition of panels. - Creating assessment criteria ('merit-based assessment'). - Introducing an assessment form for candidates.

GAP Principle(s)

(++) 2. Ethical principles

(++) 16. Judging merit (Code)

(+/-) 17. Variations in the chronological order of CVs (Code)

(++) 19. Recognition of qualifications (Code)

Timing (at least by year's quarter/semester)

Q4/2027

Responsible

Unit

Indicator(s) / Target(s)

HR

• Approved methodological document. • % of selection procedures using the assessment form. • Number of committee members who have undergone training.

Proposed actions

Action 8

Introduction of a feedback and complaints mechanism To increase the transparency and credibility of selection procedures. - Formalisation of the feedback process for candidates. - Introduction of a complaints mechanism. - Defining the procedure for resolving them. - Publicising the process on the website.

GAP Principle(s)

(+/-) 12. Recruitment

(++) 15. Transparency (Code)

Timing (at least by year's quarter/semester)

Q3/2028

Responsible

Unit

Indicator(s) / Target(s)

HR

• existence of a formal process (YES/NO). • Number of complaints resolved. • Satisfaction of applicants.

Proposed actions

Action 9

Promoting diversity and gender equality Strengthen the principles of diversity and gender equality in recruitment.
Measures: - Integration of the GEP into the OTM-R policy. - Recommendations for gender-balanced selection panels. - Use of gender-sensitive language in recruitment documents. - Monitoring the diversity of candidates.

GAP Principle(s)

(+/-) 10. Non discrimination

(++) 27. Gender balance

Timing (at least by year's quarter/semester)

Q3/2028

Responsible

Unit

Indicator(s) / Target(s)

HR officer
Director/Rector
Bursar Vice-
Rector for
Science and
Research
Vice-Rector for
International
Relations Vice-
Rector for
Student Affairs
and Quality

• Proportion of women on selection panels (%). •
Proportion of women among candidates. •
Implementation of the GEP into OTM-R (YES/NO).

Proposed actions

Action 10

Internationalisation of recruitment - Introduction of job advertisements in English. - Publication of vacancies on EURAXESS. - Expansion of the tools used (international portals). - Revision of job advertisements for overseas candidates.

GAP Principle(s)

- (+/-) 12. Recruitment
- (-/+) 13. Recruitment (Code)

Timing (at least by year's quarter/semester)

Q4/2027-Q1/2028

Responsible

Unit

Indicator(s) / Target(s)

HR

- % of job advertisements in English
- Number of job advertisements on EURAXESS.
- Number of international applicants.

Proposed actions

Action 11

Career Regulations The need to draw up a Career Policy, focus on: - staff selection, - the establishment of working conditions, - the establishment of a training plan and the individual training needs of staff, - a systematic training schedule taking into account the academic year and scientific and research activities, - a clear definition of the career development of academic and research staff, including individual career stages. Measures: - Drafting and approving the Career Regulations as an internal policy. - Defining career levels (R1–R4) and the requirements for individual Positions. - Linking career development to staff appraisals (ORP, annual appraisals). - Creation of a standardised form for staff to set out their training requirements, plans for scientific publications, plans for attending conferences and a publication schedule. The form would be used by support departments as a resource for administrative assistance with individual tasks. Staff would therefore not have to deal with everything separately across several departments; instead, everything would be contained within a single form. - Linking the career framework to the staff training and development plan. - Introducing systematic career guidance support for staff. - Introducing mentoring for less experienced academic and research staff. - Defining rules for skills development and further training. - Establishing links to relevant internal regulations (e.g. language training, remuneration, skills development).

GAP Principle(s)

- (+/-) 12. Recruitment
- (++) 25. Stability and permanence of employment
- (++) 26. Funding and salaries
- (-/+) 28. Career development
- (-/+) 30. Access to career advice
- (+/-) 38. Continuing Professional Development
- (-/+) 39. Access to research training and continuous development

Timing (at least by year's quarter/semester)

Q2-Q3/2028

Proposed actions

Responsible Unit	Indicator(s) / Target(s)
HR officer Director/Rector Bursar Vice-Rector for Science and Research Vice-Rector for International Relations Vice-Rector for Student Affairs and Quality	• Career framework drawn up and approved (YES/NO). • Mentoring scheme in place (YES/NO). • Number of staff involved in mentoring. • Alignment of the training plan with career development (YES/NO). • Employees' awareness of the Career Policy. • Creation of a standardised form (training needs, plans for scientific publications, plans for conference attendance, editorial plan).

Proposed actions

Action 12

POPULARISATION OF SCIENCE Institutional embedding of science communication and promotion by incorporating these topics into ŠAVŠ's strategy. Systematic inclusion of science popularisation activities in the evaluation of academic staff.

GAP Principle(s)

(+/-) 9. Public engagement

Timing (at least by year's quarter/semester)

Q4/2028

Responsible

Unit

Indicator(s) / Target(s)

Head of the
Marketing
Communications
Department
Vice-Rector for
Science and
Research

• Recording of science communication activities in a centralised shared tool. • Drafting of regulations/enshrining the popularisation of science in the ŠAVŠ's strategic documents. • Updating relevant internal regulations (OS.28.03).

Proposed actions

Action 13

Code of Ethics Updating the Code of Ethics • Incorporation of co-authorship into publishing activities

GAP Principle(s)

(++) 32. Co-authorship

(++) 34. Complains/ appeals

Timing (at least by year's quarter/semester)

Q3/2027-Q1/2028

Responsible

Unit

Indicator(s) / Target(s)

Vice-Rector for Science and Research Director/Rector

• Updated Code of Ethics formally approved and published. • Incorporation of clear rules on co-authorship (e.g. criteria for authorship, responsibilities). • Inclusion of the topic of publication ethics and co-authorship in training or onboarding activities.

Proposed actions

Action 14

TRANSLATION INTO ENGLISH Relevant internal documents must be translated into English: • Code of Ethics, • OTM-R policy, • relevant internal regulations • use of English in recruitment and job advertising.

GAP Principle(s)

(+/-) 9. Public engagement

(+/-) 10. Non discrimination

(-/+) 13. Recruitment (Code)

Timing (at least by year's quarter/semester)

Q4/2028

Responsible

Unit

Indicator(s) / Target(s)

HR officer
Vice-Rector
for Science
and

Research
Vice-Rector
for
International
Relations
Vice-Rector
for Student
Affairs and
Quality

• Internal regulations and strategic documents translated into English. • Job vacancies advertised in English on international web portals for scientific and research staff. • Stepping up the promotion of research findings in English to an international audience.

Proposed actions

Action 15

Records and training plan Introduce systematic record-keeping and planning of staff training, including training focused on publication processes, ethics and co-authorship. - Records of training courses completed. - A regular training programme at organisation level.

GAP Principle(s)

(-/+) 28. Career development

Timing (at least by year's quarter/semester)

Responsible

Unit

Indicator(s) / Target(s)

HR

• An established record-keeping system (YES/NO). • Training plan for the year (YES/NO).

Unselected principles:

(++) 1. Research freedom (++) 3. Professional responsibility (++) 7. Good practice in research (++) 8. Dissemination, exploitation of results

(++) 11. Evaluation/ appraisal systems (++) 21. Postdoctoral appointments (Code) (++) 22. Recognition of the profession

(++) 23. Research environment (++) 29. Value of mobility (++) 31. Intellectual Property Rights (++) 33. Teaching

(++) 35. Participation in decision-making bodies (++) 36. Relation with supervisors (++) 37. Supervision and managerial duties

(++) 40. Supervision

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 development and implementation of an Open, Transparent and Merit-based Recruitment (OTM-R) policy represents a key component of the HRS4R strategy at Škoda Auto Vysoká škola.

At present, several elements of OTM-R are already partially implemented through existing internal regulations and practices, in particular the Recruitment Process for New Employees (OS.62.01), the Code of Ethics, and related HR procedures. These ensure transparency, equal treatment of candidates, and merit-based assessment in recruitment processes.

However, as identified in the GAP analysis and the OTM-R checklist, these principles have not yet been fully formalised within a comprehensive institutional framework. Therefore, the creation of a unified OTM-R policy is a central action within the Action Plan.

Škoda Auto Vysoká škola will develop and implement a comprehensive OTM-R policy (in Czech and English), which will:

- define clear and transparent recruitment procedures for all categories of posts, including research roles (R1–R4),
- establish standardised templates for job advertisements and ensure they comply with international standards (e.g. EURAXESS),
- introduce structured and merit-based evaluation criteria, including broader assessment dimensions (e.g. research potential, collaboration skills, transferable skills),
- define rules for the composition and training of selection committees, including principles of diversity and inclusion,
- strengthen the internationalisation of recruitment through English-language advertisements and the use of international platforms (particularly EURAXESS),
- introduce a formalised system for feedback and complaints relating to recruitment processes,
- establish monitoring tools and key performance indicators (KPIs) to assess the effectiveness and transparency of recruitment.

In addition, Škoda Auto Vysoká škola will implement a structured and transparent set of recruitment tools supporting OTM-R principles. These tools will include standardised job advertisement templates, evaluation forms for candidates, clearly defined selection criteria, training materials for selection committees, and formalised procedures for providing feedback and handling complaints.

These tools will be applied consistently across all recruitment processes to ensure fairness, transparency and merit-based decision-making.

The implementation of OTM-R is directly linked to several key actions defined in the Action Plan, in particular:

- the development and adoption of the OTM-R policy as a formal internal regulation,

- the introduction of a system for monitoring the quality and effectiveness of recruitment (including KPIs and annual evaluation),
- implementation of training programmes for members of selection committees (covering OTM-R principles, unconscious bias and merit-based assessment),
- the establishment of standardised rules for recruitment and candidate assessment, including standardised assessment forms,
- support for diversity and gender equality (integration of the Gender Equality Plan into recruitment processes),
- internationalisation of recruitment through English-language job advertisements and publication on international platforms,
- development of a Career Development Framework (Career Code), ensuring a link between recruitment, evaluation and career progression,
- restructuring and improved accessibility of internal HR documentation.

In addition, cross-cutting measures in the Action Plan (e.g. translation of key documents into English, development of training systems, and strengthening of internal processes) further support the implementation of OTM-R principles.

Through these interconnected measures, Škoda Auto Vysoká škola ensures that OTM-R is not implemented as an isolated policy, but as an integral part of a broader, coherent HR strategy aligned with the principles of the European Charter for Researchers.

The overall objective is to create a transparent, fair and internationally open recruitment environment that attracts high-quality candidates and supports the long-term career development of researchers at ŠAVŠ.

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).

Monitoring of implementation:

The implementation of the HRS4R strategy at Škoda Auto Vysoká škola will be carried out through a structured and coordinated approach involving a Steering Committee and an Implementation Group.

The Steering Committee, comprising the institution's leadership (including the Rector/Director, Vice-Rectors and HR representatives), will provide strategic oversight, ensure alignment with institutional priorities and monitor the overall progress of the implementation process.

The Implementation Group, consisting of representatives from HR, the Research and Creative Activities Department, and academic staff, will be responsible for the operational coordination of individual actions, the preparation of outputs, and day-to-day implementation.

- **Development phase**

Preparation and approval of key documents, including the OTM-R policy, the Career Development Framework (Career Code), and revised internal regulations.

- **Implementation phase**

Introduction of new processes, tools and procedures, including recruitment tools aligned with OTM-R principles, training programmes and updated HR processes.

- **Communication and capacity-building phase**

Organisation-wide communication of changes, training for key stakeholders (HR staff, selection committees, academic leadership), and awareness-raising activities.

- **Monitoring and evaluation phase**

Continuous monitoring of implementation through defined indicators, regular reporting, and feedback collection, with a specific focus on recruitment processes and OTM-R principles.

The implementation timeline is set out in the Action Plan, with clear milestones and responsibilities assigned to individual actions. Progress will be reviewed regularly by the Steering Committee (on a quarterly basis), allowing for timely adjustments where necessary.

Particular emphasis will be placed on the implementation of OTM-R principles, including:

- the development and use of standardised recruitment tools (job advertisement templates, evaluation forms, selection criteria),
- increased transparency of recruitment processes,
- strengthening the internationalisation of recruitment,
- ensuring equal opportunities and diversity in candidate selection,
- the systematic collection and use of feedback from candidates and new employees.

The implementation process will remain flexible and adaptive, enabling Škoda Auto Vysoká škola to respond to new challenges, stakeholder feedback, and evolving institutional needs.

The overall objective is to ensure the effective, sustainable and measurable implementation of HRS4R principles across all relevant areas of human resources management.

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)

The Steering Committee will oversee the implementation of the HRS4R strategy and OTM-R principles through regular (quarterly) meetings, during which progress will be assessed against defined milestones, timelines, and key performance indicators (KPIs) specified in the Action Plan.

Particular emphasis will be placed on monitoring the quality and transparency of recruitment processes, using indicators such as the number of applicants, the diversity of candidates, the use of English-language job advertisements, and candidate feedback.

The Implementation Group will provide regular updates and analytical inputs to the Steering Committee, including annual reports summarising recruitment outcomes, implementation progress, and identified risks or areas for improvement. Based on these findings, corrective measures and adjustments to the Action Plan may be introduced.

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 will be actively involved through representation on both the Steering Committee and the Implementation Group, ensuring that researchers contribute directly to shaping and evaluating the measures implemented.

In addition, regular consultations, feedback mechanisms and targeted communication activities will be used to gather input from academic and research staff. Training activities and internal communication campaigns will further ensure awareness of OTM-R principles and the broader HRS4R objectives across the organisation.

Feedback from newly recruited staff and participants in recruitment procedures will be systematically collected and used to improve recruitment tools and processes.

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)

ŠAVŠensures alignment of its organisational policies with HRS4R by integrating its principles into key internal documents and processes, particularly in the areas of recruitment, career development, training, and research support.

The OTM-R policy serves as a key instrument for implementing HRS4R principles in recruitment and is directly linked to other strategic initiatives, such as the development of the Career Code, the restructuring of internal documents, and the implementation of training systems.

HRS4R is positioned as an overarching framework for human resources management, ensuring coherence across all HR-related processes.

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



Detailed description and justification (max. 500 words)

The implementation of the proposed actions will be ensured through a structured governance framework involving the Steering Committee and the Implementation Group, with clearly defined responsibilities, timelines and measurable indicators.

Each action in the Action Plan is associated with specific outputs and indicators (e.g. adoption of policies, number of training activities, use of recruitment tools, level of internationalisation of recruitment), which will be regularly monitored and evaluated.

Training activities, internal communication and ongoing support from the relevant departments (HR, Research and Creative Activities, management) will facilitate the practical implementation of measures.

Corrective actions will be introduced where necessary, based on monitoring outcomes and feedback from stakeholders.

How will you monitor progress (timeline)?*



Detailed description and justification (max. 500 words)

Progress will be monitored against the implementation timeline defined in the Action Plan, which includes clear milestones and deadlines for each measure.

Quarterly monitoring by the Steering Committee will ensure that timelines are followed, while allowing flexibility to adjust deadlines if necessary based on implementation progress.

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



Detailed description and justification (max. 500 words)

Progress will be measured using clearly defined indicators aligned with the Action Plan, including:

- the number and quality of recruitment processes conducted in line with OTM-R principles,
- the number of job advertisements published in English and on international platforms (e.g. EURAXESS),
- participation in training activities relating to recruitment, ethics and HR practices,
- the level of candidate and employee satisfaction (based on feedback surveys),
- indicators relating to diversity and inclusion within the research community.

These indicators will be monitored continuously and evaluated annually, enabling comparison with baseline data and supporting evidence-based decision-making in the further development of HR processes

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

The implementation of the HRS4R strategy and OTM-R principles at Škoda Auto Vysoká škola will be carried out as a dynamic and continuously evolving process, reflecting both institutional needs and feedback from the research community.

Flexibility will be a key principle throughout the implementation. The organisation will regularly evaluate the effectiveness of the measures adopted and, where necessary, adjust processes, tools and internal regulations to better align with practical experience and emerging priorities.

Strong emphasis will be placed on capacity building and raising awareness across all organisational levels. Targeted training activities will not be limited to HR staff and selection committees but will also involve academic leadership to ensure that the principles of transparency, fairness and merit-based recruitment are embedded in everyday decision-making processes.

Transparent communication with candidates will remain a priority. Škoda Auto Vysoká škola will further enhance the clarity of recruitment procedures, including clear communication of selection criteria, process stages, and feedback, thereby increasing trust in the recruitment process.

The organisation also recognises the importance of enhancing the visibility and communication of research activities. Further development of institutional communication channels, particularly in English, will support both recruitment and the broader international visibility of research activities.

Diversity and inclusion will be regularly monitored as part of the implementation process. The organisation will systematically evaluate the impact of recruitment and HR measures on gender balance and internationalisation, using defined indicators and feedback mechanisms.

Continuous feedback from newly recruited staff will be used as a valuable source of information for further improving recruitment and onboarding processes, ensuring their relevance and effectiveness.

Finally, the organisation will continue to explore opportunities for the digitalisation of recruitment and HR processes, including the use of modern tools that support transparency, consistency and efficiency in candidate assessment and data management.