

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

1. Organisational Information

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	50,32
Of whom are international (i.e. foreign nationality) *	0
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	17,76
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	6,8
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	12,8
Of whom are stage R1 = in most organisations corresponding with doctoral level *	24,72
Total number of students (if relevant) *	1362
Total number of staff (including management, administrative, teaching and research staff) *	89,12
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	8247595
Annual organisational direct government funding (designated for research)	79 590
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	144025
Annual funding from private, non-government sources, designated for research	68 226

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

We're a private university founded in 2000. We're the first private university in the Czech Republic to receive institutional accreditation. This achievement is a testament to the University's excellence in providing quality education. Institutional accreditation represents a declaration of the quality of the university as a whole, and its attainment is a significant recognition of Škoda Auto University's educational, research, and administrative capacities. We offer students unique specialisations that combine economic and technical education. To deepen practical knowledge and skills, students can access the Škoda Auto University Technical Education Center at Na Hejdovce, which is designed as a small factory.

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 Charter and Code at your organization.

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

Ethical and professional aspects*

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

Strengths:

- Academic staff are free to conduct research following the ethical principles enshrined in the Škoda Auto University Code of Ethics. They are not restricted by anyone or anything in how they conduct research. At the same time, the University subscribes to the European Code of Integrity content.
- The Code of Ethics also includes the principles of professional responsibility, which define against plagiarism and forms of duplication of research.
- The University has an Intellectual Property Protection Directive OS 8.02, followed by all academic and research staff, and it is also binding for students.
- The University subscribes to the Open Access scheme. It acquired a publication repository in 2023, continuously populated with research results. Publications published by the University are freely available on the University's website.

Weaknesses

- There is no obligation to cooperate with internal and external audits in the contracts governing internal projects.
- Some gender aspects need to be addressed more intensively due to the training required for all staff.
- The University is considering staffing the Ethics Committee in part with external individuals to ensure its impartiality.

Recruitment and selection*

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

Strengths

- The University adheres to non-discrimination principles, which operate across all HR processes.
- Due to the size of the organisation, there is always 100% feedback to applicants for open positions, both positive and negative. Feedback is given in person or by phone call. We pride ourselves on a personal approach to each applicant, which is manageable given the size of the University organizationally.
- Each candidate is assessed only based on their knowledge, skills and qualifications. The selection panel is trained before each selection procedure on the principles of non-discrimination.

Weaknesses

- No international sites are used where we could advertise vacancies and have the opportunity to recruit foreign researchers.
- The requirement for foreign language advertising is not anchored in the internal regulations. Similarly, advertisements for vacancies are generally not in English.
- No OTM-R policy is in place, although some of its principles are applied.

Working conditions*

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

Strengths

- The employer provides researchers with all the necessary equipment to do their work. They have access to IT equipment, classrooms and specialist laboratories.
- Within the new Na Hejdvocce Educational Centre, a new and modern highly specialised laboratory has been created and is available to all researchers.
- Due to the size of the University, we pride ourselves on an individual approach to each employee and have several flexible working arrangements to facilitate our employees' work-life balance.
- Staff have a choice between teaching and research activities.

Weaknesses

- An annual employee satisfaction survey is ongoing; it is necessary to better elaborate on questions regarding satisfaction with the amount of time.
- Employees with young children or employees caring for close family members need more support balancing work and personal life. Work-life balance training needs to be added to regular training.

Training and development*

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

Strengths

- The manager discusses the employee's development with the employee once a year and identifies development and training needs together.
- Although it is not officially established anywhere, the University works by involving less experienced researchers and inviting more experienced colleagues to work on projects.
- The Research and Creative Activities Department greatly supports all researchers. The Department helps them with all the red tape involved in research and development.

Weaknesses

- There is no continuous development plan for individual staff, including research staff.
- There is a need to establish a training plan based on the needs of the staff members and with the agreement of the headteacher and the University leadership team, which will be designed to be consistent with the University's strategy.
- There is no central record of the need for training. Training needs are only discussed between the employee and the manager. Consecutively, the HR department is asked to provide the training/education.

3. Actions

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s):

<https://www.savs.cz/hr-award-319lp> (<https://www.savs.cz/hr-award-319lp>)

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

Action 1

Project management contracts Update of the model contracts for project management • Consider anchoring in the internal meeting the obligation of the researchers to make all members of the research team familiar with the text of the contract

GAP Principle(s)

(++) 5. Contractual and legal obligations

(+/-) 6. Accountability

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

Q1-Q2/2025

Responsible

Unit

Indicator(s) / Target(s)

Vice-Rector
for Science
and
Research

• Updated project contracts. • Updating the methodology/internal regulation (process description) on the obligations and rights of project developers. • Awareness within the scientific research staff of the change in contracts.

Proposed ACTIONS

Action 2

OTM-R Policy Creation of OTM-R policy: • Creation of the OTM-R policy of Škoda Auto University as a central an internal regulation describing an open and transparent selection procedure • Drafting forms concerning the proper implementation and execution of the OTM-R policy

GAP Principle(s)

(+/-) 12. Recruitment

(--) 13. Recruitment (Code)

(+/-) 14. Selection (Code)

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

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

(+/-) 20. Seniority (Code)

(-/+) 21. Postdoctoral appointments (Code)

(+/-) 25. Stability and permanence of employment

(+/-) 26. Funding and salaries

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

Q2,Q3,Q4/2025 +
Q1/2026

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
Working group HR Specialist D&I Specialist Director Rector	<ul style="list-style-type: none">• Newly created OTM-R policy.• Implementation of the OTM-R policy in internal regulations• Information campaign on the new OTM-R policy - understandable for existing and new employees

Proposed ACTIONS

Action 3

CAREER CODE The need to write a Career Code where it will be identified: • Selection of employees, • Creating working conditions, • Establishment of a training plan and the individual training needs of employees, • Systematic training schedule for the academic year and research activities

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)

Q3,Q4/2024+Q1,Q2,Q3/2026

Proposed ACTIONS

Responsible	Indicator(s) / Target(s)
HR Specialist D&I Specialist Director, Rector	<ul style="list-style-type: none"> • Established Career Code. • Updated internal regulations • Dissemination of information on the new Career Code and familiarisation with its statutes throughout the organisation <p>In consideration of the statutory provisions in the Career code, update the relevant directives:</p> <ul style="list-style-type: none"> • OS.69.01 Employee adaptation process, • OS.23.01 Language training for employees, • OS.62.01 Recruitment process for new employees, • NO.34.01 Rules of the system for the development of academic staff competences for the quality implementation of the educational process, • OS.28.03 Guidelines for the determination of the personal remuneration of academic staff. <p>Possible overlap into other internal documents according to the final form of the Career Regulations.</p>

Proposed ACTIONS

Action 4

RESTRUCTURING OF INTERNAL DOCUMENTS There is a need to restructure a large number of internal documents, and there is a poor orientation for employees and managers. Partial steps: • Analysis of the existing structure, • Restructuring proposal, including possible innovations, • Issuing new or updated internal regulations.

GAP Principle(s)

- (++) 5. Contractual and legal obligations
- (+/-) 6. Accountability
- (+/-) 9. Public engagement
- (+/-) 12. Recruitment
- (--) 13. Recruitment (Code)
- (+/-) 14. Selection (Code)
- (+/-) 17. Variations in the chronological order of CVs (Code)
- (+/-) 18. Recognition of mobility experience (Code)
- (+/-) 20. Seniority (Code)
- (-/+) 21. Postdoctoral appointments (Code)
- (+/-) 25. Stability and permanence of employment
- (+/-) 26. Funding and salaries
- (-/+) 28. Career development
- (-/+) 30. Access to career advice

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

Q1-Q4/2025+Q1-Q3/2026

Proposed ACTIONS

GAP Principle(s)		Timing (at least by year's quarter/semester)
(+/-) 31. Intellectual Property Rights		
(+/-) 32. Co-authorship		
(+/-) 34. Complains/ appeals		
(+/-) 38. Continuing Professional Development		
(+/-) 39. Access to research training and continuous development		
Responsible Unit	Indicator(s) / Target(s)	
working group Vice-Rector for Student Affairs and Quality Management Heads of departments HR department	<ul style="list-style-type: none"> • Analysis of the current structure of internal regulations. • Reaching out to internal documents owners to update simplification/consolidation with other internal documents. • Proposal for a new structure of internal directives. • Informing employees of changes to existing and the issuance of new directives and other internal documents. 	

Proposed ACTIONS

Action 5

EXPERT ADVICE • Establishing in-house career counselling provision.

GAP Principle(s)

(-/+) 28. Career development

(-/+) 30. Access to career advice

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

Q1-Q4/2026

Responsible

Unit

Indicator(s) / Target(s)

HR
Department
Vice-Rector
for Science
and
Research
Vice-Rector
for Student
Affairs and
Quality

• Detailed information in the management-employee direction about career guidance opportunities, • Consultation between managers, staff, and the departments concerned with the employee's career development is needed.

Proposed ACTIONS

Action 6

EDUCATION PLAN Detailed elaboration of the training plan: • A new concept for education planning, • Updates to relevant directives, • Automated recording of training needs, including training attended, • Feedback from the training.

GAP Principle(s)

(-/+) 38. Continuing Professional Development

(-/+) 39. Access to research training and continuous development

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

Q3,Q4/2025+Q1,Q2/2026

Responsible

Unit

Indicator(s) / Target(s)

HR Specialist Vice-Rector for Science and Research Vice-Rector for Student Affairs and Quality Management Vice-Rector for International Relations

• Updates on mandatory topics, including diversity and inclusion, • Construction of a new module in the HR system focused on training, • Establishing a training system from identifying the critical needs of the employees through the inclusion in the training plan to the organisation and completion of the training event itself, • Automatic recording of training feedback.

Proposed ACTIONS

Action 7

ONBOARDING Simple familiarisation of the new employee with the internal regulations: • Update on induction training for new employees, • Translation of directives into English, • Possibility to extend mentoring not only for talented but also for new employees.

GAP Principle(s)

(-/+) 38. Continuing Professional Development

(-/+) 39. Access to research training and continuous development

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

Responsible Unit

Indicator(s) / Target(s)

HR Specialist Vice-Rector for Science and Research Heads of Departments/Departments

• Setting up user-friendly training for new employees, • Translation of relevant directives into English, • Internal regulation for mentoring.

Proposed ACTIONS

Action 8

POPULARISATION OF SCIENCE Creation of an internal document/strategy on the promotion of science popularisation at Škoda Auto University • Analysis of the current communication strategy, • Focus on the popularisation of science towards external stakeholders, • Anchoring science popularisation in an internal regulation or strategy.
POPULARISATION OF SCIENCE

GAP Principle(s)

(+/-) 9. Public engagement

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

Q1-Q4/2026

Responsible

Unit

Indicator(s) / Target(s)

Head of Marketing Communications Vice-Rector for Science and Research

• Analysis of communication strategy in science and research, • Restructuring of the web representation of science and research conducted at Škoda Auto University.

Proposed ACTIONS

Action 9

CODE OF ETHICS Updating the Code of Ethics •
Incorporation of co-authorship in publication activities, • New
composition of the Ethics Committee.

GAP Principle(s)

(+/-) 32. Co-authorship

(+/-) 34. Complains/ appeals

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

Responsible

Unit

Indicator(s) / Target(s)

Vice-Rector
for Science
and
Research
Lawyer
Director
Rector

• Establishment of a new ethics committee composed of
external experts in addition to internal staff to maintain
impartiality, • Updating the Code of Ethics.

Proposed ACTIONS

Action 10

TRANSLATION INTO ENGLISH Relevant internal documents must be translated into English: • Code of Ethics, • OTM-R Policy, • Relevant internal regulations. English language in recruitment and advertising of vacancies

GAP Principle(s)

(+/-) 9. Public engagement

(--) 13. Recruitment (Code)

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

Q1-Q4/2026

Responsible

Unit

Indicator(s) / Target(s)

Vice-Rector
for
International
Relations
Vice-Rector
for Science
and
Research
HR
Specialist

• Internal regulations and strategic documents translated into English, • Advertisement of vacancies in English on foreign web portals for scientific researchers.

Proposed ACTIONS

Action 11

QUESTIONNAIRE SURVEY Awareness of the changes in the sub-areas will be verified by a questionnaire survey, which takes place once a year.

GAP Principle(s)

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

(++) 1. Research freedom

Q4/2025, Q4/2026

(++) 2. Ethical principles

(++) 3. Professional responsibility

(++) 4. Professional attitude

(++) 5. Contractual and legal obligations

(+/-) 6. Accountability

(++) 7. Good practice in research

(++) 8. Dissemination, exploitation of results

(+/-) 9. Public engagement

(++) 10. Non discrimination

(++) 11. Evaluation/ appraisal systems

(+/-) 12. Recruitment

(--) 13. Recruitment (Code)

(+/-) 14. Selection (Code)

(++) 15. Transparency (Code)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)
(++) 16. Judging merit (Code)	
(+/-) 17. Variations in the chronological order of CVs (Code)	
(+/-) 18. Recognition of mobility experience (Code)	
(++) 19. Recognition of qualifications (Code)	
(+/-) 20. Seniority (Code)	
(-/+) 21. Postdoctoral appointments (Code)	
(++) 22. Recognition of the profession	
(++) 23. Research environment	
(++) 24. Working conditions	
(+/-) 25. Stability and permanence of employment	
(+/-) 26. Funding and salaries	
(++) 27. Gender balance	
(-/+) 28. Career development	
(++) 29. Value of mobility	
(-/+) 30. Access to career advice	

Proposed ACTIONS

GAP Principle(s)		Timing (at least by year's quarter/semester)
(+/-)	31. Intellectual Property Rights	
(+/-)	32. Co-authorship	
(++)	33. Teaching	
(+/-)	34. Complains/ appeals	
(++)	35. Participation in decision-making bodies	
(++)	36. Relation with supervisors	
(++)	37. Supervision and managerial duties	
(-/+)	38. Continuing Professional Development	
(-/+)	39. Access to research training and continuous development	
(++)	40. Supervision	
Responsible		
Unit	Indicator(s) / Target(s)	
HR Specialist	<ul style="list-style-type: none"> • Questionnaire survey, • Reporting year-on-year changes in survey results. 	

Unselected principles:

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) *

Skoda Auto University is developing an OTM-R policy to be anchored in the University's internal documents. This will be a crucial part of the University's HRS4R strategy. This policy will guarantee transparency and equality of opportunity in recruitment. The organisation will use a set of tools and forms to assess candidates thoroughly based on their qualifications, experience and abilities. This will ensure objective decision-making processes in recruitment.

The OTM-R policy will be implemented by creating an internal regulation to set the rules for an open and transparent recruitment process. This regulation will be integrated into internal guidelines and accompanied by an information campaign for existing and new employees to raise awareness of the OTM-R standards. We will break down the individual points from the OTM-R policy for the current guidelines: OS.69.01 Employee Adaptation Process, OS.23.01 Language Training for Employees, OS.62.01 Recruitment Process for New Employees, NO.34.01 Rules of the Competence Development System for Academic Staff for Quality Implementation of the Educational Process, and OS.28.03 Guidelines for Determination of Personal Evaluation of Academic Staff.

We anticipate that this will potentially impact other relevant directives.

Recruitment tools aligned with the updated regulations will be used to guarantee non-discriminatory access and compliance with equality principles. We will also focus on internationalising our recruitment. This will include advertising positions in English on international job portals, allowing us to reach a wider audience and attract international talent.

The Steering Committee regularly monitors the Action Plan to ensure it is being implemented as planned. This process includes regular evaluation through set indicators and subsequent adjustments to the plan as needed.

We will address the shortcomings identified in our investigation and work with the GAP analysis and the OTM-R Checklist through the implementation of the action plan:

- A key OTMR policy will be developed, from which further impacts of modifications to existing guidelines will be derived,
- Contracts for project management will be revised to promote transparent management across the organisation and the University's research area,
- A welldeveloped training plan will be developed that has a clear link to staff needs in line with the University's strategy and purpose,

- Restructuring internal regulations will ensure easy orientation of existing and new employees, which will go hand in hand with updating internal documents in line with the OTMR policy,
- A Career Code shall be issued,
- The recruitment process will be expanded to include an English version of the advertisement to attract new foreign scientists,
- Science and research marketing communication to third parties will be improved.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL:

4. Implementation

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

The expected implementation process at Škoda Auto University will be carried out in a coordinated manner by the Steering Committee and the Working Group. This will ensure the effective implementation of all changes in the Action Plan.

Creation of basic documents and internal regulations

The first step will involve drawing up a formal OTM-R policy and incorporating it into the relevant internal regulations. A Steering Committee, composed of key University officials (Principal, Rector, HR Specialist, Vice Rectors, etc.) will oversee the creation of this guiding document that sets the rules for open, transparent and merit-based recruitment.

Development and implementation of recruitment tools

Based on the approved policy, the working group will develop a set of tools - standardised forms and questionnaires, also in English - for the uniform assessment of candidates. These tools will be designed to promote an objective and non-discriminatory approach. They will be integrated into existing internal documentation.

Information campaign and training

The implementation will be supported by an information campaign among staff and new applicants to familiarise them with the OTM-R policy and its importance. The campaign will include updated training for members of selection panels to familiarise them with the principles of non-discrimination and transparent evaluation.

International advertising and increased reach

The Working Group will develop and implement recruitment tools based on the approved policy. These tools will include standardised forms and questionnaires in English for uniform assessment of candidates. These tools will be designed to ensure an objective and non-discriminatory approach. They will be integrated into existing internal documentation.

Regular monitoring and evaluation of the process

The Steering Committee and the Task Force will monitor the progress of the implementation quarterly according to a timetable, assessing the results achieved against the set indicators. The working group will also provide feedback on the practical functioning of the new recruitment procedures, allowing for possible adjustments or improvements.

Evaluation and Implementation Report

A summary report on achieving the objectives will be prepared at the end of the implementation period. The Steering Committee will then assess the fulfilment of the indicators and the success of the implementation of the OTM-R policy. This will also include identifying possible areas for further development and adopting long-term measures to support a transparent recruitment process.

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 duly justification (max. 500 words)

The Implementation Committee shall regularly monitor the implementation of the OTM-R policy through quarterly meetings to assess the actual results against the set indicators and timeline. Emergency meetings may be convened if necessary to discuss any deviations or obstacles that could disrupt the planned implementation progress. The Steering Committee will be in charge of evaluating the success of each step, allowing for the rapid implementation of any adjustments or corrective measures.

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



Detailed description and duly justification (max. 500 words)

The research community will be involved in the implementation through direct participation in the working group and steering committee, where researcher representatives can directly influence the processes and provide valuable feedback. Regular consultations with researchers will allow for assessing the effectiveness and functionality of the implemented measures in a real-life setting. At the same time, research community members will be motivated to participate in the implementation through information campaigns and training to ensure that all staff are familiar with the principles of open and transparent recruitment.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the * organisation's research strategy, as the overarching HR policy.



Detailed description and duly justification (max. 500 words)

In line with the HRS4R strategy, all key HR documents and processes are updated and integrated with the HRS4R principles. The organisation is committed to HRS4R as the overarching HR policy, reflected in the action plan, which includes introducing the OTM-R policy. This represents a concrete implementation of the HRS4R commitment to transparent recruitment and fair working conditions for all researchers. This approach is also reflected in other areas, such as career development, training or non-discriminatory practices.

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



Detailed description and duly justification (max. 500 words)

To ensure that all the proposed measures are implemented effectively, their implementation will be continuously monitored and managed by a steering committee, which will track the implementation of individual steps according to a timetable and success indicators. Training will also support implementation to ensure that all stakeholders understand the principles of OTM-R. The outputs of each phase will be regularly evaluated, and corrective actions will be implemented where necessary to ensure smooth and efficient implementation.

How will you monitor progress (timeline)?*



Detailed description and duly justification (max. 500 words)

Implementation progress will be monitored according to a predefined timeline with a detailed schedule of all critical steps and milestones. This timeline will be developed at the beginning of implementation and distributed to all involved Steering Committee and Working Group members. Regular quarterly meetings of the Steering Committee will include a review of the achievement of these milestones and an evaluation of the time progress. If necessary, e.g. if delays or other obstacles are identified, the Steering Committee may adjust the timetable to ensure that the objectives are achieved to the extent required.

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



Detailed description and duly justification (max. 500 words)

Progress will be measured through specific indicators identified for each essential activity in the Action Plan. These indicators include, for example:

- **Number of training and workshops completed** on transparent and non-discriminatory recruitment.
- **Updating internal regulations and their implementation, for example**, introducing the OTM-R policy in the recruitment guidelines and their publication.
- **The number of positions posted on international portals** will reflect the internationalisation of the recruitment process.
- **Candidates' satisfaction with the recruitment process** should be measured through feedback questionnaires.
- **Regular assessment of the impact on staff diversity** in the research community.

The development of these indicators will be monitored continuously and regularly evaluated, with the final evaluation taking the form of an annual questionnaire survey to compare the results achieved with the baseline and the set objectives.

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

Flexibility to modify processes: implementation must remain dynamic and ready for adjustments according to the University's current needs and feedback from the working group and the steering committee. Regular evaluation of processes will allow areas for improvement to be identified and implementation tools and procedures to be adjusted as developments occur.

Involvement and training of all levels of leadership: to effectively implement the individual goals in the action plan, it is necessary to provide training not only for recruiters but also for University leadership at all levels. This training will promote an understanding of the principles of openness and transparency and ensure they are incorporated into day-to-day decision-making.

Communication and transparency towards candidates: We aim to be assertive in communicating clearly to candidates by explaining the steps and criteria of the selection process.

Popularisation of science and research on the website: the University's website should be used more to popularise research and science. We want to improve the section where information about successful projects, publications, results and contributions of research carried out at the University will be published regularly. This section will be easily accessible to the professional and general public. It should include news,

interviews with researchers and news about the University's research projects. We already have a website focused on this topic, but know the need for restructuring.

Regular evaluation of the impact on diversity: monitoring the impact of implementing corrective measures on employee diversity is essential. Regular evaluation of this impact, such as gender and ethnic diversity, will allow better targeting of future actions to promote inclusion and equality within the research community.

Ongoing feedback from new recruits: feedback is a welcome source of information to further improve OTM-R processes. This will help to identify specific strengths and weaknesses in the selection process and provide opportunities for further optimisation.

Digitisation and automation of the recruitment process: digital tools such as online forms, unified candidate databases and automated systems for tracking and evaluating recruitment steps should be used to promote transparency and efficiency. Such tools will support efficient recruitment management and a transparent and consistent approach to candidate assessment.