

Action Plan

1. Organisational Information

STAFF & STUDENTS	FTE (31.12.2021)
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	62,60
Of whom are international (i.e. foreign nationality) *	8,00
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	27,10
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	30,50
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	28,10
Of whom are stage R1 = in most organisations corresponding with doctoral level *	4,00
Total number of students (if relevant) *	5300
Total number of staff (including management, administrative, teaching and research staff) *	132,70
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	10 358 367
Annual organisational direct government funding (designated for research)	0
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	142 478
Annual funding from private, non-government sources, designated for research	45 253

ORGANISATIONAL PROFILE

The AMBIS University is a private higher education institution (HEI) based in Prague (575/1 Lindnerova St., 180 00 Prague 8) operating at its Prague headquarters and a branch in Brno (326/1 Šujanovo Sq., 602 00 Brno), currently educating more than 5,000 students. It is a non-university establishment not subdivided into faculties.

AMBIS University provides higher education in bachelor's and follow-up master's degree programmes as well as lifelong learning courses.

AMBIS University was entered on the list of research institutions of the Czech Republic by decision of the Ministry of Education, Youth and Sports of 31 November 2018 under No. MSMT-27159/2018-6.

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.

	Strengths and Weaknesses
Ethical and professional aspects*	<p><u>Strengths:</u></p> <p>Research freedom: The freedom of research, guaranteed by the Higher Education Act, is enshrined in basic AMBIS University documents, i.e., the Statutes, Code of Ethics, and 2021–2030 Strategic Plan. AMBIS University directs the scientific research activities of academic staff and students to study-programme-related areas without restricting them in any way.</p> <p>Ethical principles: Policy binding on all employees and students is based on the Code of Ethics issued in 2018, permeating other internal regulations. Research principles are supervised by the Research Ethics Committee. Academic staff and students have adopted the ethical principles, striving to adhere to them.</p> <p>Professional responsibility: AMBIS University incorporates the rules of professional responsibility into its internal regulations (Code of Ethics; Work Rules; Principles of Preparation, Approval, Submission, Implementation, and Control of Research Projects; Planning, Registration and Distribution of Publications). The regulations are available to all employees to get familiar and comply with them.</p> <p>Contractual and legal obligations: Legal and contractual job obligations are strictly observed, labour regulations being part of the onboarding process, their compliance supervised by senior AMBIS staff.</p> <p>Good practice: All AMBIS University activities are pursued in line with the applicable legislation (on, e.g., health and safety at work, fire protection, personal data protection). AMBIS University reliably provides employee training (see the bracket above) and education, each department operating its own feedback knowledge management system.</p>

Dissemination, exploitation of results: Academic staff are encouraged to participate in publication activities and disseminate their research results in peer-reviewed journals and at conferences.

Non discrimination: The prohibition of discrimination is legally enacted in the Czech Republic. AMBIS University covers this issue in its internal regulations – not just in the Code of Ethics, but also in AMBIS University directives, such as Selection of Employees, Gender Equality Plan, and Investigation of Complaints Regarding Sexualized Violence or Sexual Harassment, the latter regulation allowing both staff and students to contact the college ombudsman if they suspect such behaviour. As an integral component of the academic environment, the inadmissibility of any discrimination is unconditionally observed, as evidenced by the outcomes of regular questionnaire surveys.

Evaluation: AMBIS University conducts evaluations according to the 17+ Methodology, comparing the results with those of other HEIs. Employee evaluation is based on the AMBIS University regulations, the directive CVP-Pers-10 defining minimum science and research requirements for professionally oriented study programmes. Systematic assessment of the educational and teaching environment and activities is carried out via regular student surveys.

Weaknesses:

Ethical principles: There is no specialized body to deal with violations of the Code of Ethics by employees, unlike students, whose possible offenses are discussed by the Disciplinary Commission established for this purpose. Guidelines are missing that would explicitly define the mechanisms for checking qualification theses, detecting plagiarism that may occur even when checking is carried out.

Contractual and legal obligations: Basic directives and regulations are not available in English. There is no coordinated systematic procedure for updating the list of internal regulations employees are introduced to during onboarding.

Good practice: There is no college-wide formalized feedback system for employee knowledge management. University staff

	<p>are not properly trained in data storage and security, some of them not being versed enough in particular regulations.</p> <p>Dissemination, exploitation of results: There is low awareness among academic staff members about the results achieved by AMBIS University in research. Also, the popularization of the outcomes not being developed strategically, the process of informing the general public about the findings is not captured by internal directives and strategic documents.</p> <p>Non discrimination: The principle of non-discrimination is not elaborated in detail in the Code of Ethics, internal regulations not describing the method of filing and handling complaints.</p> <p>Evaluation: Academic staff members are evaluated by their department heads and other superiors, but the regular annual assessment cycle is not always maintained. There is no career ladder to follow. The results of student questionnaire surveys are not presented outside the respective departments.</p>
<p>Recruitment and selection</p>	<p><u>Strengths</u></p> <p>Recruitment: For recruitment procedures, AMBIS University has drawn up an internal directive, which is strictly followed. Even though it does not have an OTM-R policy in place, its principles are applied. The recruitment results are available on AMBIS University public websites (https://www.ambis.cz/kariera).</p> <p>Selection: The candidate selection process is subject to a set procedure that is consistent across the entire institution. It is open, transparent, and fair, fully adhering to the principles of non-discrimination. Templates of qualification requirements are created for individual academic positions, so that the HR department can make a qualified pre-selection among applicants.</p> <p>Transparency: Vacancies are offered transparently, the starting point for their publication being at https://www.ambis.cz/kariera. All the necessary information is available in each job offer.</p> <p>Judging merit: Pre-established specific criteria are applied to candidates for a given position, their fulfilment being objectively assessed. For academic staff, qualifications, research results and</p>

publications, skills and practical knowledge in the required field are taken into particular account, foreign experience being an advantage.

Recognition of qualifications: The recognition of qualifications is based on legal norms, i.e., Act No. 111/1998 Coll. on HEIs, and the Convention on the Recognition of Qualifications concerning Higher Education in the European Region (Lisbon Recognition Convention). The recognition of foreigners' qualifications is regulated by the decree of the Ministry of Education and Culture. Qualification requirements for the position offered are laid down in the advertisement, their fulfilment being objectively assessed by the selection committee.

Seniority: The criterion of the length of work experience is applied during the selection process in the context of other indicators relevant to the position. AMBIS University academic staff are motivated to enhance their personal qualities and pass on their knowledge and pedagogical skills to new colleagues, professional seniority being highly valued.

Weaknesses

Recruitment: AMBIS University has not adopted the OTM-R policy or the career code yet, the principles of the ethical code not being explicitly incorporated into the recruitment guidelines. Vacancy offers do not have a uniform form, the staff not being familiar enough with the procedure for selecting a new employee.

Selection: AMBIS University does not explicitly pursue the OTM-R policy, although its principles are generally followed. The directive for the selection of employees lacks a procedure for establishing the criteria, the conditions for the appointment of selection committees not being sufficiently described (e.g., the gender principle is not embedded at all).

Transparency: The method of advertising job vacancies is not sufficiently promoted among current employees. The recruitment regulations only state the obligation to send an informational email, while feedback for job seekers is not formally enshrined.

	<p>Judging merit: AMBIS regulations do not describe the merit assessment methodology, the applicant's results, however, being properly evaluated by the selection committee.</p> <p>Variations in the chronological order of CVs: The OTM-R policy not having been implemented, AMBIS University nonetheless adheres to its principles. The directive on employee selection lacks a clause that a career break mentioned in the CV (e.g., maternity leave) does not affect the candidate's assessment during the selection process.</p> <p>Recognition of mobility experience: The requirement for experience with mobility stays as a selection criterion, or as a positive factor in standard employee evaluation, is not specified in any AMBIS directive.</p> <p>Seniority: The internal regulations of AMBIS University do not anchor the system of knowledge management and transfer.</p>
<p>Working conditions*</p>	<p><u>Strengths</u></p> <p>Recognition of the profession: Recognition of the professions of all employees, including researchers, regardless of their job title, is common practice at AMBIS University. Given that scientific and research work is one of the most important aspects of the college's operation, the role of academic and research staff is essential. This principle is also embodied in the AMBIS Code of Ethics.</p> <p>Research environment: AMBIS University systematically improves the academic environment, providing appropriate ICT equipment and access to information resources.</p> <p>Working conditions: AMBIS University continuously enhances the working conditions and supports personal and professional development of academic staff. It offers benefits such as flexible working hours, language training and creative sabbaticals. It also fosters active participation in conferences and gives advice on submitting grant applications. AMBIS University makes it possible to work part-time or adjust the working hours (e.g., after returning from maternity or parental leave).</p>

Funding and salaries: Being applied fairly to all AMBIS employees, the remuneration system is governed by internal college regulations. Academic staff in particular are encouraged to apply for external research grants, receiving maximum support.

Gender balance: AMBIS University respects the equal rights of employees regardless of their gender, equitably distributing professional opportunities between male and female staff members. Equal access to information, resources, training, and development is guaranteed. During recruitment, objectively measurable prerequisites for the performance of a given academic position (qualifications, publications, research results, etc.) are primarily considered.

Career development: AMBIS University promotes the development of employees' knowledge and skills through its in-house training activities, supporting external education as well. University staff are encouraged to actively search for educational, publishing and research opportunities. A novice academic staff member is assigned a mentor in accordance with the onboarding process to assist them in gaining teaching experience.

Intellectual property rights: The principle of respect for intellectual property rights is based on valid national legislation. It is embodied in the AMBIS Code of Ethics, permeating all relevant guideline regulations. Due attention is paid to the prevention of plagiarism, the final qualification theses being subject to strict control; the degree of possible content compliance with other documents is checked by the Theses system developed by Masaryk University.

Co-authorship: The concept of co-authorship is generally enshrined in the AMBIS Code of Ethics and specified in other internal documents, e.g., in CVP-Pers-10 Minimum requirements in the field of science and research for professionally oriented study programmes or CVP-Pers-11 Remuneration of academic staff's publication activities. AMBIS academic staff are encouraged to participate in co-authored projects.

Teaching: Pedagogical activities are an integral part of the operation of AMBIS University as an institution of higher education. The vice-rectorates for studies and pedagogical activities hold webinars focused on the development of teaching skills. The management ensures even workloads for individual staff members, allowing them to split their working hours between preparation and teaching, diploma theses management, and their own research and other creative activities.

Participation in decision-making bodies: Academic staff participate in decision-making at all levels. They are members of the AMBIS Academic Council, Study Programme Councils, Internal Evaluation Council, and Disciplinary Committee. They are appointed according to the required expertise to recruitment boards during the selection procedures for academic positions.

Weaknesses

Research environment, working conditions: The creation of a supportive working and research environment is hampered by the fact that, as a private HEI, AMBIS University is dependent on a limited range of financial resources, not drawing on public funds.

Stability and permanence of employment: AMBIS University does not have a career code, which is the biggest weakness affecting the stability of employment.

Gender balance: Although the gender principle is embedded both in the AMBIS Code of Ethics and in other internal standards, the equal opportunities policy and gender balance does not reach the desired level, as over ten percent of employees (according to a survey) believe.

Career development: AMBIS University lacks a career code which would include career advancement conditions for all categories of employees. The mentoring process is not described in internal regulations.

Value of mobility: None of the directive guidelines or methodological instructions mention requirements for mobility experience as one of the evaluation criteria.

	<p>Access to career guidance: The career counselling system is not currently formalised at AMBIS University. Individual staff members (heads of HR or science and research departments in particular) provide advice to those interested, but comprehensive systematic assistance is missing.</p> <p>Co-authorship: The concept of co-authorship is not clearly described in any of the internal directives.</p> <p>Teaching: There are no career rules giving due consideration to academic staff's teaching activities. Interactive education guidelines (e-learning platforms) do not contain all the required information and links to relevant regulations.</p> <p>Complaints/Appeals: Currently, there are no internal AMBIS regulations describing the process of lodging and resolving complaints by either students or college staff. An ethics commission is not established.</p>
<p>Training and development*</p>	<p><u>Strengths</u></p> <p>Relation with supervisors: The duties of senior staff are dealt with in the Work Rules directive. Almost 90 percent of survey respondents report that they are satisfied with relations to their superiors.</p> <p>Continuing Professional Development: The Code of Ethics, Work Rules and other internal documents declare the need for continuous development of academic and scientific staff. More experienced workers share their knowledge and skills with their novice colleagues.</p> <p>Access to research training and continuous development: AMBIS University supports the training of its staff in their respective fields of competence, both through in-house and external courses. It motivates novice academics to get a scientific degree and pursue the habilitation degree.</p>

	<p><u>Weaknesses</u></p> <p>Continuing Professional Development: Not only the career rules, but ongoing recording of employee education and a system for informing staff about training opportunities is also missing.</p> <p>Access to research training and continuous development: Knowledge management methodology is missing.</p> <p>Supervision: The definition of the mentor's role in supervision is not provided.</p>
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3. Actions

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

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.

Action	GAP Principle(s)	Timing (at least quarterly/semesterly)								Responsible Unit	Indicator(s) / Target(s)
		2023				2024					
		1	2	3	4	1	2	3	4		
1. CODE OF ETHICS Update of the AMBIS University Code of Ethics <ul style="list-style-type: none"> • establishment of the Ethics Committee • addition of the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers to the AMBIS University Code of Ethics, i.e., embedding <ul style="list-style-type: none"> ○ the prohibition of any discrimination, ○ the gender principle, ○ the principle of professional 	1, 2, 3, 6, 10, 27, 32, 34, 37									Steering Committee ** Rector Vice-rector for pedagogical activities Vice-rector for studies Head of the quality management department	<ul style="list-style-type: none"> • Updated AMBIS University Code of Ethics. • Established Ethics Commission. • Methodology or internal regulation (process description) on the procedures for determining content matching in final qualification theses, including the definition of responsibility for this process. • Information campaign on the updated Code of Ethics run among employees and

<p>responsibility, o freedom of research, o the emphasis on ethical issues in research, o co-authorship, o the description of the responsible management of funds.</p> <p>As part of the code update, the procedure for detecting the content matching in final (qualification) theses will be described. After the update is completed, an information campaign on the changes made will be launched.</p>											<p>students (with the indicated number of activities).</p>
<p>2. OTM-R Policy Introduction of the OTM-R policy:</p> <ul style="list-style-type: none"> design of the AMBIS University OTM-R policy in the form of a central internal regulation describing an open transparent selection process, creation of forms (templates) for proper implementation of the OTM-R policy. 	<p>12, 13, 14, 15, 16, 17, 18, 19, 20, 37</p>									<p>Steering Committee Working group</p> <p>*****</p> <p>HR manager Heads of departments Manager of the quality management department</p>	<ul style="list-style-type: none"> Newly developed OTM-R policy. Newly created forms (templates) for proper implementation of the OTM-R policy. Detailed HR planning processes, announcement of job offers and selection of new employees according to ISO 9001 quality management system. Information campaign on the newly adopted OTM-R policy (number of activities).

<p>3. INTERNAL REGULATIONS Analysis of the structure of internal regulations and the creation of a new coherent and clear structure so that even new staff can orient themselves in it:</p> <ul style="list-style-type: none"> • assessment of existing internal rules, • description of the existing structure, • restructuring proposal, • implementation of restructuring. <p>After establishing a new structure of internal rules, they will be updated accordingly.</p>	<p>4, 5, 6, 7, 8, 9, 11, 12, 13, 14, 15, 16, 17, 18, 20, 25, 27, 28, 29, 32, 34, 37, 40</p>						<p>Steering Committee</p> <p>*****</p> <p>Heads of departments Vice-rector for studies Vice-rector for accreditation and quality of studies Vice-rector for science and research Manager of the quality management department</p>	<ul style="list-style-type: none"> • Current structure analysis of internal regulations. • Design of a new structure of internal regulations. • Updated internal regulations (their number).
<p>4. CAREER CODE Creation of a career code describing the procedures for supporting the personal development and career growth of AMBIS University employees:</p> <ul style="list-style-type: none"> • Selection of employees • development of working conditions • training support • support for employee retention • merit assessment • career counselling • evaluation system including descriptions of assessment 	<p>11, 12, 22, 23, 24, 25, 26, 28, 29, 30, 33, 37, 38, 39,</p>						<p>Steering Committee</p> <p>*****</p> <p>HR manager Heads of departments Vice-rector for science and research Manager of the quality management department</p>	<ul style="list-style-type: none"> • New Career Code. • Updated internal regulations (number of regulations) • Information campaign on the Career Code and its impact on employees (number of activities)

<p>criteria</p> <p>Application of the Career Code principles to relevant guideline regulations (with regard to activity 3), in particular:</p> <ul style="list-style-type: none"> • CVP-Pers-02 Staff selection • CVP-GŘ-01 Work rules • CVP-GŘ-02 Staff remuneration • CVP-GŘ-03 Employee ratings • CVP-Pers-10 Minimum science and research requirements for career-oriented study programmes • CVP-Pers-11 Remuneration of academic staff's publishing activities 										
<p>5. CAREER COUNSELLING</p> <ul style="list-style-type: none"> • Creation of a comprehensive career guidance system • information campaign on career guidance opportunities at AMBIS University 	22,28, 30								<p>Steering Committee Working group</p> <p>*****</p> <p>HR manager Heads of departments Vice-rector for science and research</p>	<ul style="list-style-type: none"> • Information campaign on career guidance opportunities (number of activities). • Career counselling consultations (number of consultations).
<p>6. EDUCATION</p> <p>Improvement of the quality of staff training as a tool for the development of employees:</p> <ul style="list-style-type: none"> • creation of a standard offer of (in-house and external) training activities, • creation of a system for 	36, 37, 38, 39								<p>Steering Committee</p> <p>*****</p> <p>HR manager Vice-rector for science and research Vice-rector for pedagogical activities Manager of the quality management</p>	<ul style="list-style-type: none"> • New offer of educational activities. • Training record system. • Updated internal guidelines (number of regulations). • Training activities performed (number of activities). • Participants in training

recording of the participation in training events, <ul style="list-style-type: none"> • staffing of the training system, • linking training and assessment systems, • relevant internal directives update. 								department	activities (number of participants).
7. ONBOARDING Development of the onboarding system according to the implemented processes: <ul style="list-style-type: none"> • implementation of introductory trainings (ethical aspects, intellectual property, internal regulations system, career planning and development), • update of the list of internal regulations new employees must familiarise with. • development of mentoring – embedding the mentor position in internal regulations, creating a mentor support system. 	3, 4, 5, 7, 11, 20, 23, 28, 36, 37, 40							Steering Committee ***** HR manager Vice-rector for science and research Vice-rector for pedagogical activities Heads of departments Manager of the quality management department	<ul style="list-style-type: none"> • Internal regulation defining mentor's role is created or modified. • Updated handbook for new employees. • New system of training activities for new employees. • Updated list of regulations a newly hired employee must become familiar with. • Staff implementing onboarding (number of authorised persons), • Employees undergoing onboarding (number of persons). • Onboarding training activities implemented (number of activities).
8. EVALUATION, SELF-ASSESSMENT Revision of the staff appraisal system and its updating in accordance with ISO 9001 processes:	11, 26, 29, 36, 37, 38							Steering Committee Working group ***** HR manager Vice-rector for science and research	<ul style="list-style-type: none"> • Modified evaluation process and its description. • Modified internal guidelines (number of guidelines). • Employees who have been evaluated (number of persons).

<ul style="list-style-type: none"> • good-practice-based adjustment of the appraisal system, applying the relevant principles of the Charter and the Code (merit assessment, mobility, etc.), • update of the guidelines relevant to employee evaluation (in particular CVP-GŘ-03 Employee ratings, and CVP-Pers-10 Minimum science and research requirements for career-oriented study programmes) in relation to the newly established Career Code, • linking evaluation and training systems, • employee self-evaluation and supervisor feedback as an integral part of the assessment process. 									<p>Vice-rector for pedagogical activities Vice-rector for accreditation and quality of studies Heads of departments Manager of the quality management department</p>	
<p>9. COMPLAINTS Establishment of a transparent system for the submission and handling of complaints:</p> <ul style="list-style-type: none"> • creation of an internal directive describing the system for filing, recording, and resolving complaints, including feedback from the complainant, • informing staff about the system set-up. 	10, 34								<p>Steering Committee</p> <p>*****</p> <p>Rector HR manager Heads of departments Manager of the quality management department</p>	<ul style="list-style-type: none"> • New internal regulation covering the given area. • Complaints lodged and resolved (number of complaints).

<p>10. MOBILITY Support and development of international mobilities as part of employees' career growth:</p> <ul style="list-style-type: none"> • creation of conditions for the implementation of mobilities, • update of the internal mobility directive, • anchoring mobility experience as one of the criteria for staff appraisal, • adding information on mobility to interactive science and research guidelines. 	11, 18, 23, 29								<p>Steering Committee Working group</p> <p>*****</p> <p>HR manager Head of departments Vice-rector for international relations Vice-rector for science and research</p>	<ul style="list-style-type: none"> • Updated internal regulations (number of regulations). • Information campaign on mobility (number of activities). • Updated interactive guideline. • Mobility participants (number of participants).
<p>11. KNOWLEDGE MANAGEMENT Formalisation of the knowledge management and transfer system</p> <ul style="list-style-type: none"> • creation of a knowledge management system uniform across the school, • knowledge management analysis, • development of a methodology for knowledge management, • system implementation. <p>After the adoption of the formalised knowledge management system, an information campaign will be carried out.</p>	7, 20, 23, 39								<p>Steering Committee Working group</p> <p>*****</p> <p>Vice-rector for science and research Manager of the operations and project department Vice-rector for studies Vice-rector for pedagogical activities Manager of the quality management department</p>	<ul style="list-style-type: none"> • Analysis of knowledge management options with proposed solutions, • Creation of necessary forms / templates (number of forms), • Newly implemented knowledge management system, • Information campaign on the knowledge management and transfer system (number of activities).

<p>12. INTERACTIVE GUIDELINES Update of the interactive guidelines</p> <ul style="list-style-type: none"> • updating of the interactive guidelines for science and research mainly concerns: <ul style="list-style-type: none"> ○ Code of Ethics, ○ Ethics Committee, ○ freedom of research, ○ good practices in science and research, ○ knowledge management and transfer, ○ co-authorship, ○ international mobility, • updating the interactive guidelines for education, especially in the areas of: <ul style="list-style-type: none"> ○ linking science and research in education, ○ involvement of students in research projects, ○ knowledge management and transfer, ○ current internal regulations on education. 	<p>1, 2, 3, 7, 23, 29, 31, 32, 33</p>								<p>Steering Committee</p> <p>*****</p> <p>Vice-rector for science and research Vice-rector for studies Vice-rector for pedagogical activities Manager of the quality management department</p>	<ul style="list-style-type: none"> • Updated interactive guidelines (number of guidelines). • Updated chapters in interactive guidelines (number of chapters).
<p>13. POPULARISATION OF SCIENCE Creation of a system for publishing and sharing the results of scientific research at AMBIS University:</p> <ul style="list-style-type: none"> • analysis of science and research 	<p>8,9, 23</p>							<p>Steering Committee Working group</p> <p>*****</p> <p>Vice-rector for science and research Heads of Departments</p>	<ul style="list-style-type: none"> • Analysis of communication strategy in science and research. • Space allocated for the presentation of science and research results on the AMBIS University website. 	

<p>communication strategy (part of activity 15),</p> <ul style="list-style-type: none"> • allocation of space in the public part of the AMBIS University website for the publication of science and research results, • motivation of academic and scientific staff to promote their results not only to professional but also to general public, • inclusion of the promotion of results to the general public among the criteria for staff evaluation. 			<p>HR manager Manager of the operations and project department</p>	<ul style="list-style-type: none"> • Information campaign promoting the results of science and research (number of activities). • Presentation outputs in this area (number of presentations).
<p>14. TRANSLATION INTO ENGLISH English translation of relevant regulations and documents, e.g.:</p> <ul style="list-style-type: none"> • Strategic Plan, • Internationalisation Strategy, • Code of Ethics, • OTM-R policy, • Statutes, • relevant internal regulations. 	<p>1, 2,4, 5, 6, 7, 8, 9, 12, 13, 18, 24, 30, 32, 34,</p>		<p>Steering Committee ***** Rector Vice-rector for accreditation and quality of studies Vice-rector for science and research Vice-rector for studies Vice-rector for pedagogical activities Vice-rector for international relations HR manager Manager of the quality management department</p>	<ul style="list-style-type: none"> • Internal regulations and strategic documents translated into English (number of documents).
<p>15. COMMUNICATION Development of a communication strategy within AMBIS University and towards</p>	<p>3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 15, 23, 27, 35,</p>		<p>Steering Committee Working group *****</p>	<ul style="list-style-type: none"> • Analysis of the existing communication strategy. • New communication strategy design.

<p>the general public:</p> <ul style="list-style-type: none"> • analysis of existing communication methods, • design of a communication strategy within the following areas: <ul style="list-style-type: none"> ○ Code of Ethics, ○ research ethics, ○ professional res,ponsibility ○ internal regulations and other legal norms, ○ responsibility, ○ good practices, ○ promotion of scientific and research achievements, ○ evaluation systems, ○ OTM-R policy, ○ Career Code, ○ professional development. <p>Based on the draft of the communication strategy, a continuous information campaign will be run in the monitored areas, becoming part of the other action steps as well.</p>	38, 39								HR manager	<ul style="list-style-type: none"> • Information campaigns on particular areas (number of activities).
<p>16. QUESTIONNAIRE SURVEY Implementation of a questionnaire survey to assess the employee awareness of the progress achieved in the given area.</p>	1-40								<p>Steering Committee Working group</p> <p>*****</p> <p>Manager of the quality management department</p>	<ul style="list-style-type: none"> • Questionnaire survey completed. • Respondents (their number). • Final progress report.

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.

AMBIS University does not pursue an OTM-R policy. The required principles are nonetheless enshrined in currently valid documents, e.g., in the Statutes and the CVP-Pers-02 Employee Selection Directive. Planning, selection, and onboarding processes are described in the ISO 9001 quality management system. Formalizing an open hiring policy is a core part of HRS4R. The current situation at AMBIS University is described in the OTM-R checklist.

The recruitment is described in the directive CVP-Pers-02 Selection of employees which captures the entire process from recruitment planning, through the methods of attracting candidates, job offer specification and publication, to the final selection of applicants. Next steps are embodied in the directive CVP-GŘ-01 Work Rules, which describes the process from the conclusion of the employment contract, through its potential changes, to possible termination of employment. This directive also sets out the responsibilities of employees. The above mentioned CVP-Pers-02 directive characterizes the recruitment process in general terms, lacking a more detailed description of the principles stated in the Code. However, selection procedures are objective and transparent anyway, equal opportunities for all job seekers being guaranteed.

Deficiencies identified by the GAP analysis and from the OTM-R checklist will be eliminated by measures incorporated into the Action Plan

- the OTM-R policy will be developed in the form of a central internal regulation, which will be published and promoted, and the recruitment strategy for AMBIS University based on the above policy will be devised,
- along with the OTM-R policy, a set of forms (templates) will be created in accordance with the ISO 9001 quality management system, which will simplify the administration of the recruitment process,
- online training sessions will be held to familiarise relevant AMBIS employees (senior staff, members of selection committees, HR department staff, etc.) with the OTM-R policy and subsequent processes,
- a systematic control of the quality of recruitment will be set up, and a regular evaluation of the fulfilment of the OTM-R objectives will be launched,
- a Career Code will be developed,
- an analysis of the structure of internal regulations in the HR area will be conducted, and along with their amendment based on the newly created OTM-R policy, their restructuring will be carried out, allowing the employees to get familiar with the regulations,
- the recruitment process will be improved, mentoring of new employees coming into focus afterwards,

- the interactive guideline for science and research and interactive guideline for teaching will be updated to serve as central points, enabling employees to find the procedures and information they need,
- all relevant documents will be published in Czech and English.

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. IMPLEMENTACE

General overview of the expected overall implementation process of the action plan:

After the preparatory phase, during which the initial documents (OTM-R checklist, GAP analysis and Action Plan) were produced, the implementation phase starts. The Steering Committee as well as other members of the implementation team will continue working. Other experts will be invited to participate in the process if needed.

The Steering Committee, which is responsible for monitoring the progress of the Action Plan execution, will hold at least quarterly meetings, checking the fulfilment of the set indicators in terms of content and deadlines, deciding on strategic issues, commenting on the documents and their updates, appointing other participants in sub-task solutions, and supervising the consistency of the activities pursued with other processes taking place at AMBIS University.

The Working group will meet as needed (in person or online, as a whole or in smaller groups depending on the issue being addressed), proposing the form, content, and links to other measures to be adopted. It will comment on the prepared materials or participate within their expertise in the development of these materials. The members of the Working group will transfer the HR AWARD topics to their workplaces, facilitating feedback from their colleagues.

As directed by the Steering Committee, the appointed expert staff will draft new or updated documents. The documents produced will then be discussed in the Steering Committee, Working group, and other staff groups.

With the support of the Steering Committee, particular activities will be organised by the implementation project coordinator, who is both a committee member and the manager of the quality department, in close cooperation with the HR manager responsible for the issue. Cooperating with the working group and other experts, (s)he will process the suggestions and comments arising during the implementation period, informing the Steering Committee about the implementation process, compliance with the work schedule and drafts of new documents.

The Action Plan includes sub-tasks for the next two years.

The aim of the Action Plan is to standardize and improve the working conditions and environment for academic and non-academic staff at AMBIS University. The Code of Ethics will be updated to reflect the current state of the academic environment and an accompanying information campaign will be launched. An Ethics Committee will be established to deal with possible ethical violations on the part AMBIS University staff. The interactive science and research guidelines will be extended to include issues of scientific and academic ethics. All relevant documents will be translated into English.

The personnel-related internal directives will be updated to clearly describe the principles contained in the Charter and the Code, in order to support the already functioning, transparent processes in the area of HR planning, vacancy announcements and recruitment procedures. A monitoring system will be adopted, and indicators established to continuously evaluate the effectiveness of these processes. A Career Code will be developed as one of the important elements for improving working conditions.

A policy of non-acceptance of any discrimination on the basis of gender, nationality, sexual orientation or religious beliefs will be introduced. The particular guidelines and subsequent processes will be managed to reduce the administrative burden, making the most of modern technologies. A mentoring system will be developed within the onboarding process.

A Gantt chart will be constructed to graphically illustrate the progress of the implementation of individual sub-activities. Also, an overview of the planned outputs will be designed, indicating implementation responsibilities and timeframes.

At the end of the implementation process, an extensive questionnaire survey will be conducted to identify differences compared to the preparation phase.

HR AWARD topics will be promoted throughout the AMBIS academic community and beyond. The background documents and information about the implementation process will be posted on the website <https://www.ambis.cz/hr-award>.

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

Checklist	Detailed description and duly justification (max. 500 words)
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p>Meeting quarterly, the Steering Committee will be convened outside of regular meetings if necessary. The committee will control the fulfilment of partial objectives of the Action Plan, monitoring the relevant indicators.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>The research community has its representatives in the Steering Committee and the Working group, thus being involved in the execution of the Action Plan, participating in achieving and monitoring partial goals.</p> <p>The task of the Working group is to assess the fulfilment of monitoring indicators and process the documentation for the Steering Committee.</p> <p>If necessary, other experts will be invited to coordinate specific activities.</p>
<p>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.</p>	<p>Although AMBIS University does not currently have an OTM-R policy in place, its steps taken in human resource development are in line with the European Research Charter and the Code of Conduct for the Recruitment of Researchers.</p> <p>HR development is one of the priorities of the AMBIS University 2021–2030 Strategic Plan. The Action Plan activities to be pursued are based on the Strategic Plan, thus fully corresponding to its intentions.</p> <p>The implementation of the Strategic Plan includes measures taken in the personnel policy.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>The implementation of the Action Plan will be overseen by the Steering Committee consisting of leading representatives of AMBIS University, namely the rector, director general, HR manager, vice-rector for science and research, vice-rector for accreditation and quality of studies, and quality manager. Personal and professional qualities of the members of the Steering Committee are a guarantee of the proper implementation of the proposed actions.</p> <p>According to the Action Plan, other college representatives</p>

	<p>and officials are supposed to participate in introducing partial measures.</p> <p>The main task of the Steering Committee is to monitor the fulfilment of the sub-goals of the Action Plan, also assessing impending risks. If necessary, the time schedule will be adjusted so that all indicators and tasks are fully completed by the deadline.</p>
<p>How will you monitor progress (timeline)?</p>	<p>When launching the Action Plan, a detailed schedule (timeline) for the fulfilment of partial tasks will be drawn up with, clearly indicating the timetable and responsibilities. The schedule will be sent out to all interested parties. The review of the timetable will be a regular part of the Steering Committee meetings.</p> <p>At the same time, a list of the required outputs (documents) with responsibilities and deadlines will be compiled.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>In the Action Plan, indicators are provided for each activity.</p> <p>The development of the number of measurable indicators will be regularly monitored with regard to the timetable for their fulfilment. The records of these indicators will be kept, their implementation monitored.</p> <p>For non-measurable indicators, a 'peer review' will be carried out among the groups concerned. This review will normally take the form of guided interviews. Their outputs will be regularly compared with the set objectives, corrective actions to be taken in case of deviations from the goals.</p> <p>At the end of the implementation process, a questionnaire survey will be conducted to compare the actual progress against the baseline, i.e., the end of 2022.</p>

Additional remarks/comments about the proposed implementation process:

The work team responsible for the entire process has been assembled to ensure the optimal course of the implementation phase. It is composed of leading representatives of AMBIS University along with those in charge of HR management (i.e., the AMBIS rector, director general, HR manager, vice-rector for science and research, vice-rector for accreditation and quality of studies, and quality manager). The working group consisting of academic (research) staff, realistically reflects the composition of the entire academic body.

A crucial step of the implementation phase will be the development of the OMT-R policy. The aim is to set standard conditions for a transparent and open recruitment system based on the principle of equal opportunities, using modern tools and methods of employee selection. At the same time, this process is to be popularized across the entire college.

On the basis of the OTM-R policy, related internal regulations will be adjusted (e.g., CVP-Pers-02 Staff selection, CVP-Pers-03 Employee rating, CVP-Pers-03 Staff remuneration, CVP-Pers-01 Work rules, CVP-P-08 Preparation, approval, submission and review of science and research projects, VP-PR-02 Planning, recording and dissemination of publications, VP-PR-06 Contract research, CVP-Pers-10 Minimum requirements in science and research for career-oriented degree programmes, CVP-Pers-11 Remuneration of academic staff publication activities, OP-Pers-02 Minimum requirements for thesis supervisors, VP-PR-03 Internal grant agency, OP-Pers-01 Gender equity plan, or CVP-P-09 Investigation of complaints of sexualized violence or sexual harassment). Due to a large number of internal regulations, their structural analysis will be conducted prior to their update and subsequent restructuring.

The OTM-R policy will also become the basis for the Career Code, which will set out the basic principles of career development for AMBIS University staff pursuant to the Higher Education Act and other internal regulations. The Code of Ethics will be updated as well to reflect the current reality of the academic environment. An Ethics Committee will be established, serving as an arbitration body in the case of suspected employee ethical misconduct.

Due attention will be paid to the adaptation of new employees, the onboarding process affecting the training of new and prospective employees. Therefore, a mentoring system will be introduced, which will also be enshrined in an internal regulation.

The Action Plan also includes the design of a knowledge management system operating throughout the college to support the principles of succession and the development of new staff at AMBIS University. The system will be based on sharing of "good practice" in particular work positions. At the same time, systematic records of staff training will be introduced to serve as a basis for staff appraisal and a source of educational opportunities.

The results achieved by AMBIS staff in science and research will be continuously posted on the AMBIS University website, presenting the achievements in this field to both the general and professional public.

Interactive guidelines (e-learning platforms) for science and research as well as those for teaching will be updated to provide a central point where relevant information and documents can be found.

An integral part of the implementation will be the dissemination of the results achieved in fulfilling the successive goals of the Action Plan and the popularization of the achievements. Relevant documents and comments will be published on the website <https://www.ambis.cz/hr-award>.