

## TEMPLATE 4: ACTION PLAN

NEW – REVISED

Process number 2019CZ461877

Brno University of Technology

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IMPLEMENTATION PHASE 02/2021–01/2023

REVISED ACTION PLAN 2023 - 2026

### ACTIONS – OBJECTIVES

The HRS4R Action Plan and Strategy must be published in an easily accessible place on the organisation's website.

\*URL: WEB [Support and Development of Employees](#)

NAME OF THE EVENT	Schedule	Responsibility	Indicators / Objectives – clearly defined
<p><b>1. DEVELOPMENT OF THE CAREER CODE CONCEPT AND THE EMPLOYEE EVALUATION CONCEPT IN RELATION TO THE BUT WAGE REGULATIONS.</b></p> <p><b>Action 4 / revided Action Plan</b></p> <p>The concept will be linked to the career development and remuneration system.</p> <p>The concept is supported by the development of a Personnel Strategy.</p> <p>The concept differentiates the individual employee groups (academic staff, R1-R4, technical/office staff, blue-collar staff, managers).</p> <p>It also separately defines support for R1 doctoral students.</p> <p>It defines compulsory and recommended education divided into several areas.</p> <p>The concept defines professional education (not leisure education).</p> <p>The concept defines micro-certificates and distance learning.</p>	<p><b>Q2/2024</b></p> <p><b>Implementation from Q3/2024</b></p>	<p>Rector</p> <p>Cooperation with the Vice-Rector/ Vice-Rectors and F/UI/U management</p> <p>Support of the BUT Personnel Department</p>	<ul style="list-style-type: none"> <li>• Concept of Career Code and Concept of Employee Evaluation in relation to the BUT Wage Regulations created.</li> <li>• Concept developed by Q3/2024</li> <li>• Concept communicated with 100% of F/UI/U* management, heads of departments/institutes</li> <li>• LINK (SharePoint) – after login</li> </ul> <p>* <i>faculties/university institutes/units</i></p>

<p><b>2. TRAINING OF SELECTION COMMITTEE MEMBERS ON THE CORRECT COURSE OF THE SELECTION PROCEDURE.</b></p> <p><b>Action 8 / revided Action Plan</b></p> <p>Revised <a href="#">Selection Procedure Rules at BUT</a> approved 11/2022 and 01/2023</p> <p>Created on the basis <a href="#">Selection Procedure Rules at BUT</a>:</p> <p>1) E-learning for selection and admission committees (after login)</p> <p>2) Pre-prepared <i>Methodical Directive for Admission at BUT</i> (in comment procedure)</p> <p>3) Pre-prepared <i>Recruitment/Selection/Admissions Guide</i> (after login)</p> <p>Training will be piloted from 02/2023</p> <p>Applicants are publicly informed about the basic principles for recruitment – the <a href="#">Career at BUT website</a>.</p>	<p><b>Q2/2024</b></p> <p><b>PARTIALLY NOT FULFILLED</b> – Training of members of selection/admission committees</p> <p><b>PARTIALLY SUPPORTED</b> – Methodical Directive for Admission at BUT, Recruitment/Selection/Admissions Guide</p> <p><b>COMPLETED</b> Career at BUT website</p>	<p>Updating documents and methodological support – the BUT Personnel Department / Personnel Development Department</p> <p>Control is ensured by the promoters</p>	<ul style="list-style-type: none"> <li>Principles of recruitment will be on the <a href="#">Career at BUT website</a> (available from February 2023)</li> <li>100% of the HR officers responsible for the selection procedures are trained – COMPLETED</li> <li>Principles of recruitment in CZ/EN</li> <li>E-learning in CZ/EN</li> <li>Training of selection/admission committee members on a pilot basis from 02/2023</li> <li>Training of all committee members continuously</li> <li>Control of the committee members training: promoter</li> <li>LINK E-learning for selection/admission committees in CZ/EN on SharePoint (after login) – February 2023</li> <li>WEB LINK – <a href="#">Revised Selection Procedure Rules at BUT</a></li> </ul>
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<p><b>3. PERSONNEL PROCEDURES AND SUPPORT AT THE FACULTIES AND INSTITUTES OF THE BUT</b></p> <p><b>NEW ACTION</b></p> <p>Regular meetings of personnel departments and chief financial officers of F/UI to unify procedures related to personnel as much as possible (recruitment, selection and admission procedures, advertising, GDPR, academic staff personnel/payroll system, forms, bilingual documents, etc.)</p> <p>Training on labour legislation of BUT and Czech Republic for F/UI Chief Financial Officer - with a view to eliminating possible impacts and risks.</p> <p>Methodological support by the BUT Personnel Department (Rectorate).</p> <p>Regular training on the possibilities of advertising unification.</p>	<p><b>From Q3/2023</b></p>	<p>The Bursar / BUT Personnel Department / Personnel Development Department</p>	<ul style="list-style-type: none"> <li>• Methodological support in the personnel area</li> <li>• Learning of personnel departments</li> <li>• Learning of F/UI Chief Financial Officers</li> </ul>
<p><b>4. CONTINUOUS AND EFFECTIVE INTRODUCTION OF WORK DIVERSITY IN CONNECTION WITH THE WORK AND PRIVATE LIFE BALANCE INTO THE BUT CULTURE AND PRACTICE</b></p> <p><b>Action 14 / revised Action Plan</b></p> <p>A Support and Development of Employees website which incorporates the Equal Opportunities framework – <b>COMPLETED</b></p> <p>The Equal Opportunities Audit 2021 has been carried out. The Gender Equality Plan 2022-2024 was created – <b>COMPLETED</b></p>	<p><b>From Q3/2023</b></p>	<p>BUT Personnel Department / Personnel Development</p> <p>Cooperation of the F/UI Personnel Development</p> <p>Cooperation with the HR AWARD Coordination Group</p>	<ul style="list-style-type: none"> <li>• <i>Support and Development of Employees</i> website created – <b>COMPLETED</b></li> <li>• 100% of employees informed about the existence of the website by newsletter, at meetings – <b>COMPLETED</b></li> <li>• The website is in CZ/EN – <b>COMPLETED</b></li> <li>• <a href="#"><u>WEB LINK Support and Development of Employees</u></a></li> <li>• E-learning/ Diversity Guide</li> <li>• Deadline: Q3/2023</li> <li>• <a href="#"><u>WEB LINK BUT Gender Equality Plan 2022-2024</u></a></li> </ul>

<p>E-learning/Guide will be developed in 2023 to raise awareness of diversity among researchers, managers and other employees.  <b>(POSTPONED</b> due to the completion of the Personnel Strategy, partly due to the change in the needs of the BUT in response the Covid-19 pandemic and legislation).</p> <p>The Personnel Strategy will be completed by 30 September 2023</p>			<ul style="list-style-type: none"> <li>• Employees informed about the Gender Equality Plan by newsletter and at meetings – COMPLETED</li> </ul>
<p><b>5. FOCUS GROUPS AMONG BUT EMPLOYEES</b></p> <p><b>Action 15 / revised Action Plan</b>  <b>The new form will be focus groups.</b></p> <p>Focus groups will be conducted with selected members of staff (research staff and academic staff): R1-R4.  Focus groups will be held with support staff.</p> <p>There will also be a focus group for international employees.</p> <p>The composition of the representatives in the focus groups will be in line with the principles of transparency and gender balance (women/men/parents/age).</p> <p>The focus group meetings will address topics that correspond to the goals of the Action Plan, the Personnel Policy and the current needs of the BUT and projects (science, research, teaching, social safety, gender mainstreaming).</p>	<p><b>From Q3/2025 to 1Q/2026</b></p>	<p>BUT Personnel Department in cooperation with the HR Award Coordination Group.</p>	<ul style="list-style-type: none"> <li>• Focus groups were held</li> <li>• Focus groups in both Czech and English</li> <li>• Focus group reports included in the HRS4R process documents</li> <li>• The report is available in both Czech and English.</li> <li>• Web link</li> </ul>

<p><b>6. CENTRALISATION OF EDUCATIONAL EVENTS</b></p> <p><b>Action 16 / revided Action Plan</b></p> <p>Centralization in the first phase solved by the Events and Training Module in Intraportal (internal system for employees – after login). However, it is not linked to all systems/not assigned (CL – LLI – CIS – faculties/university institutes...).</p> <p>There is a lack of module/platform that reflects the needs for unification and interconnection between F/UI and workplaces that offer learning for employees and students. A request has been made as to its creation (CIS in collaboration with Chancellor and Vice-Rector for Studies).</p> <p>The creation of the module was postponed for financial reasons.</p>	<p><b>Q2/2024</b></p>	<p>Chancellor + CIS / Vice-Rector for Studies</p> <p>Cooperation with the BUT Personnel Department / Personnel Development Department</p> <p>LLI</p>	<ul style="list-style-type: none"> <li>• A platform linking educational offers across the BUT has been created</li> <li>• Educational offers from faculties, university institutes, units (e.g. CIS, Central Library, ...), LLI BUT, etc.</li> <li>• Platform available to all employees</li> <li>• Basic information about learning opportunities will also be available in EN</li> <li>• WEB LINK</li> </ul>
<p><b>7. CREATING A SECTION FOR PROJECT SUPPORT ON THE BUT WEBSITE</b></p> <p><b>Action 17 / revided Action Plan</b></p> <p>Fulfilment of the objective deferred to this new Action Plan. Reasons: An organizational change in 2022 created a new department: The <i>Project Support and Knowledge Transfer Department</i>, which is responsible for</p>	<p><b>Q4/2023 Web section - created</b></p> <p><b>Q2/2023 “Concept for the Development of Project Activities at the BUT”*</b></p> <p><b>Q3/2023 Directive “Preparation and Implementation</b></p>	<p>Vice-Rector for R&amp;D and Creative Activities</p> <p>Cooperation with the Head of the <i>Project Support and Knowledge Transfer Department</i></p>	<ul style="list-style-type: none"> <li>• Creation of a public Project Support website as part of the BUT website</li> <li>• Website in CZ/EN</li> <li>• Website for all BUT employees</li> <li>• Internal Project Support website created on SharePoint/Intraportal (internal – after login), containing non-public documents, project documents, internal analyses, finances, etc. - <b>partially completed/will be revitalised according to the objective of the Action Plan</b></li> </ul>

<p>project support and knowledge transfer (intellectual property protection).</p> <p>The change is intended to achieve conceptual and methodical support of project support activities at the BUT and to ensure increased efficiency of protection of outputs generated at the BUT in the field of technology transfer.</p> <p>It was supported by the creation of the “Concept for the Development of Project Activities at the BUT”, which was missing until now and is now in the approval phase. At the same time, the directive “Preparation and Implementation of Projects at the BUT” is being prepared.</p>	<p><b>of Projects at the BUT”*</b></p> <p><i>*working title”</i></p>		<ul style="list-style-type: none"> <li>• The “Preparation and Implementation of Projects at the BUT” (working title) directive was created</li> <li>• The “Concept for the Development of Project Activities at the BUT” (working title) was created</li> <li>• All employees informed of the creation of</li> <li>• Guidelines/Concept</li> <li>• Regular updates in this area by newsletter, at colleges, managers’ meetings.</li> <li>• WEB LINK</li> <li>• SharePoint link (internal, after login)</li> </ul>
<p><b>8. CREATION OF THE PROPOSAL AND CONCEPT OF THE ADAPTATION PROCESS, INCLUDING THE COMPETENCY MODEL IN THE FORM OF A METHODOLOGY.</b></p> <p><b>Action 18 / revised Action Plan</b></p> <p>The creation of the concept was postponed due to the newly emerging Personnel Strategy and settings in the personnel policy at the BUT.</p> <p>Another partial reason was the Covid-19 pandemic and subsequent targeting of priorities in other personnel areas (e.g. international employees, students).</p>	<p><b>Q4/2023</b></p>	<p>The BUT Personnel Department/Personnel Development Department in cooperation with personnel departments of F/UI/U and representatives from the HR AWARD Coordination Group</p>	<ul style="list-style-type: none"> <li>• Adaptation process created for selected positions from each employee group (academic staff, research staff, technical/office staff, blue-collar staff)</li> <li>• Competency models for selected positions from each employee group (academic staff, research staff, technical/office staff, blue-collar staff)</li> <li>• F/UI and HR Departments will be involved in the design</li> <li>• Informing the heads of departments/divisions/institutes/workplaces</li> </ul>

<p>The proposal will include a job description and a list of recommended job adaptation/career development training courses that the employee can use in practice. Including a proposal of activities control aimed at the managers of the given workplace/project.</p> <p>The objective is to train the managers (of departments/units/departments/workplaces).</p>			<ul style="list-style-type: none"> <li>• Heads of departments/divisions/institutes/workplaces trained (from 01/2024)</li> <li>• 100% of the staff of the personnel departments are trained</li> <li>• Competency models are stored on SharePoint for senior staff</li> <li>• SharePoint link (internal, after login)</li> </ul>
<p><b>9. ESTABLISHMENT OF THE POSITION OF PERSONNEL OFFICER AT THE BUT – SPECIALIZING IN RECRUITMENT/SELECTION/ADMISSIONS (INCLUDING WELCOME DAY)</b></p> <p><b>NEW ACTION</b></p> <p>Support for selection and admissions committees.</p> <p>Methodological support for recruitment/selection/admissions for all employee categories.</p> <p>Welcome day for Employees.</p> <p>Recruitment/selection/admissions learning.</p> <p>Audit of compliance with the OTM-R Policy Principles and related HRS4R processes at BUT.</p>	<p><b>2024</b></p>	<p>The Bursar</p> <p>Chief Personnel Officer / Head of BUT Personnel Department in cooperation with the Personnel Development Department</p>	<ul style="list-style-type: none"> <li>• Position created/filled</li> <li>• Job positions organizationally under the BUT Personnel Department</li> <li>• Pilot setting up a Welcome Day for all new staff to the Rectorate and Units</li> <li>• Welcome day takes place (min. once every 2 months)</li> <li>• Training for HR departments on recruitment/selection/intake is ongoing</li> <li>• 100% of employees are informed about the creation</li> <li>• Communication in CZ/EN</li> <li>• WEB link</li> </ul>

**10. GENDER MAINSTREAMING/EQUALITY**

**NEW ACTION**

Creation of the Guide to Gender Sensitive Communication.

Recommendations for the use of gender-neutral language in written and oral communication. (Communication to the academic and scientific community, communication at conferences and events, writing articles and papers, project applications, presentations, final reports, etc.)

Using gender balanced and inclusive language also helps to counteract gender stereotypes, encourages a change in social attitudes and contributes to achieving gender equality.

The development of the manual and training in this area (Gender Equality) will be carried out in cooperation with an external body dealing with this issue at national and international level. With an overlap in science, research, academic and educational and project work.

**from Q3/2023**

Vice-Rector for External Affairs

Cooperation with the BUT Personnel Department / Personnel Development Department

- The guide is available to 100% of employees
- Employees are informed about the handbook by newsletter, at colleges and management meetings.
- Training in Gender Equality / sensitive communication is ongoing
- (Training already supported by the emerging document: EMPLOYEE TRAINING PLAN on HRS4R / HR AWARD, Gender Equality and Social Security 2023+)
- WEB link - Guide on gender-sensitive communication
- WEB link - Training offer

**11. SOCIAL SAFETY AT BUT**

**NEW ACTION**

A safe, fair and ethical academic and research environment.

In the form of continuous education (workshops/seminars/e-learning / meetings /guides...).

We want to openly strengthen and promote equal opportunities and address the prevention of negative phenomena and the whole issue of social safety not only in the context of academic ethics.

Topics addressed:  
Social safety, negative phenomena, forms of bullying. Support and care on university premises. Support outside the university.

Promoting stereotypes in the area of Socio-Cultural Differences in relation to the employment of foreign students, researchers and academics

Social safety and the area of equal opportunities are supported by the establishment of the Equal Opportunities Coordinator position and the expansion of the BUT Ethics Committee to include student representatives.

The newly developed Concept of Professional Training of Employees includes learning on the topics of Social Safety and Gender. Learning and information/support/guides divided by employee group (R1-R4), and separately by Bc. (undergraduate) and Mgr. (postgraduate) studies.

**Continuous from 03/2023**

BUT Personnel Department / Personnel Development Department

- Education according to the Concept of Professional Training of Employees (working title)
- WEB link to the Social Safety training offer
- [WEB link Social Safety](#)

<p><b>12. WEBSITE OF THE DEPARTMENT OF INTERNATIONALIZATION FOR THE SUPPORT OF INCOMING AND OUTGOING TRAVELS</b></p> <p><b>NEW ACTION</b></p> <p>Website with information distribution for: outgoing travels, incoming travels, documentation, contractual partnerships, involvement in the EULIST pan-European network, mobility seminars, welcome service, news.</p> <p>Support for researchers from abroad.</p> <p>Support for BUT employees travelling abroad.</p> <p>Website location under the main BUT website.</p> <p>The Department of Internationalisation is responsible for ensuring that the data is up-to-date.</p> <p>The internal website -- SharePoint for staff and international staff, with basic information on mobility, will be managed by the BUT Personnel Department in regular cooperation with the Department of Internationalisation.</p> <p>The current website is not entirely suitable. Website: <a href="#">only foreign employees</a>. The website with support for existing employees is only in CZ.</p>	<p><b>Q3/2023</b></p>	<p>Vice-Rector for Internationalization in cooperation with the BUT Personnel Department / Personnel Development Department</p>	<ul style="list-style-type: none"> <li>• Website in CZ/EN</li> <li>• The website and internal website (SharePoint) accessible to 100% of employees</li> <li>• Regular report on mobility opportunities in the BUT newsletter/ BUT report/ meetings (at least 4 times a year/ quarterly)</li> <li>• WEB link</li> </ul>
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<p><b>13. PROFESSIONAL TRAINING OF BUT EMPLOYEES</b></p> <p><b>NEW ACTION</b></p> <p>Professional training of BUT employees will be implemented on the basis of the Concept of Internal Training.</p> <p>Learning distinguishes the different groups of academic staff, R1-R4, technical/office staff, blue-collar staff, management, international employees.</p> <p>It also separately defines support for R1 doctoral students and R2 postdocs.</p>	<p><b>Continuous from 02/2023</b></p>	<p>Bursar / Vice-Rector for Studies</p> <p>Cooperation with the BUT Personnel Department / Personnel Development Department / LLI</p>	<ul style="list-style-type: none"> <li>• Professional training of BUT employees supported by the BUT Personnel Strategy.</li> <li>• Education supported by the new Concept from 03/2023</li> <li>• Communicated with F/UI management, heads of departments/ divisions/ institutes/ workplaces</li> <li>• WEB BUT LLI</li> </ul>
<p><b>14. CREATION OF A WEB SECTION FOR SUPPORT IN THE FIELD OF INTELLECTUAL PROPERTY PROTECTION – KNOWLEDGE TRANSFER AT BUT</b></p> <p><b>NEW ACTION</b></p> <p>Fulfilment of the objective deferred to this new Action Plan</p> <p>Reason:</p> <p>An organizational change in 2022 resulted in the creation of a new department: The <b><i>Project Support and Knowledge Transfer Department</i></b>, which is responsible for project support and knowledge transfer (intellectual property protection).</p> <p>The change is intended to achieve conceptual and methodical provision of project support activities at the BUT and to ensure increased efficiency of</p>	<p><b>Q4/2023</b></p>	<p>Vice-Rector for Knowledge Transfer</p> <p>Cooperation with the Head of the <b><i>Project Support and Knowledge Transfer Department</i></b></p>	<ul style="list-style-type: none"> <li>• Created a public Knowledge Transfer website as part of the BUT website</li> <li>• Website in CZ/EN</li> <li>• Website for all BUT employees</li> <li>• All employees informed of its launch</li> <li>• Informing by regular newsletter, at colleges and management meetings</li> <li>• WEB LINK</li> <li>• SharePoint link (internal, after login)</li> </ul>

<p>protection of outputs generated at the BUT in the field of technology transfer.</p> <p><b>The existing website needs to be upgraded to meet the current needs and strategic objectives of the BUT in the area of knowledge transfer (link to <a href="#">existing website</a>)</b></p>			
<p><b>15. PLATFORM (WEBSITE) FOR PHD STUDENTS AND POSTDOCS</b></p> <p><b>NEW ACTION</b></p> <p>Support for early career research staff (R1); early career academics and postdocs (R2).</p> <p>Learning, mentoring, (post)doctoral school.</p> <p>Learning in the areas of: research, science, writing, presentation, administration, project opportunities and laws. Support in the areas of gender mainstreaming and social safety.</p>	<p><b>Q4/2023</b></p>	<p>Vice-Rector for Studies</p> <p>Cooperation with BUT Personnel Department/ Personnel Development Department</p> <p>Cooperation with BUT SCAS/ BUT LLI</p>	<ul style="list-style-type: none"> <li>• A platform (website) for PhD students and postdocs created</li> <li>• Continuous Training Concept for R1 and R2</li> <li>• Platform (website) in CZ/EN</li> <li>• All PhD students and postdocs informed</li> <li>• WEB LINK</li> </ul>
<p><b>16. LEGISLATIVE AND LEGAL SUPPORT FOR BUT EMPLOYEES</b></p> <p><b>NEW ACTION</b></p> <p>BUT Official Bulletin Board and Intraportal for employees</p>	<p><b>From Q4/2023</b></p>	<p>The Bursar in cooperation with the BUT Legal Department</p>	<ul style="list-style-type: none"> <li>• Legislative support is accessible to 100% of BUT employees</li> <li>• Legal support is available to 100% of BUT employees.</li> <li>• The Legislation it been translated into EN</li> <li>• Regular updates on newly published/ revised documents (newsletter, Intraportal, BUTnews, meetings and colleges).</li> </ul>

Legislative support is divided into different areas it addresses (personnel, economic, scientific, OSH, GDPR, ...)

Legislative support is divided according to date of publication.

Legal support is understood as: project support, labour law, intellectual property protection, personal data protection, cooperation with industry, Startup, Spin-Off.

Keeping all legislation up to date is the responsibility of the Legal Department and the Data Protection Officer.

- WEB LINK
- Internal platform after login