



**STRATEGY FOR HUMAN RESOURCES
DEVELOPMENT OF TOMAS BATA
UNIVERSITY IN ZLÍN**

TOMAS BATA UNIVERSITY IN ZLÍN

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Introduction

The Strategy for Human Resources Development of Tomas Bata University in Zlín (hereinafter referred to as “TBU HRM Strategy”) is a key part of the Strategic Plan of Tomas Bata University in Zlín for the Period 21+ (hereinafter referred to as “TBU 21+ Strategy”). The document presented below defines the strategy of Tomas Bata University in Zlín (hereinafter referred to as “TBU in Zlín”) in the area of development and management of human resources (hereinafter referred to as “HRM”), thus leading to the fulfilment of the vision of TBU in Zlín, mainly increasing its competitiveness at the national and international level. All qualitative shifts of TBU in Zlín are based on the quality of its employees and the work with them.

Target indicators of the TBU 21+ Strategy for the Year 2030 present a basic benchmark against which the fulfilment of the vision of TBU in Zlín can be measured. Through synergy and cooperation involving all of the component parts of TBU in Zlín, target indicators will be achieved in 2030 as listed below:

- 10,000 students, 15% of which will be international students.
- Institutional accreditation will be extended to all key fields of education carried out at TBU in Zlín.
- A stable human resources structure of academic staff with the percentage of Associate Professors and Professors being 30% and 15%, respectively. At least 15% of academics will be from abroad.
- More than 80% of academics with at least one scientific output of high quality indexed in the Web of Science database (most of the outputs will be at the level of Q₁ or Q₂ quartile).¹
- A stable position in the first half of The Times Higher Education – World University Ranking (THE).

Building up and developing the working environment and relationships at work is perceived as decisive for the fulfilment of the vision of TBU in Zlín. In this respect, the TBU HRM Strategy contributes to the systematic development of all activities carried out at the University while unifying and directing both the working behaviour of all employees and their overall development in accordance with the needs of the University.

¹ In compliance with the Methodology for the Evaluation of Research Organisations and for the Evaluation of Programmes Aimed at Public Funding Support for Research, Development and Innovations in Accordance with the M17+ Methodology <https://www.vyzkum.cz>

The TBU HRM Strategy is based on the principles of gender equality in rights, responsibilities and opportunities.

The aim of the TBU HRM Strategy is to define principles for the optimal setting of personnel processes and methods that will lead to the creation of a favourable working environment and will enable the effective achievement of all the target indicators that TBU in Zlín has set in its TBU 21+ Strategy.

The TBU HRM Strategy is also based on the need to strengthen mutual awareness, functional and effective internal communication in working relationships across the University. It will be developed within the HRM marketing as part of the employer brand of TBU in Zlín.

Initial situation

The evaluation of the current state of the HRM at TBU in Zlín was both the subject of external evaluation carried out within the *Institutional Evaluation Programme* (hereinafter referred to as “IEP”) under the patronage of the European University Association (hereinafter referred to as “EUA”), and was also conducted within the evaluation of the University by the Internal Evaluation Panel of TBU in Zlín (hereinafter referred to as “IEP”) according to the Methodology for the Evaluation of Research Organisations and for the Evaluation of Programmes Aimed at Public Funding Support for Research, Development and Innovations (hereinafter referred to as “Methodology 17+”).

Items from the area of personnel policy, which – on the basis of these evaluations – can be described as *weaknesses* of TBU in Zlín according to the SWOT analysis, and which must be taken into account within the HRM strategy of TBU, include:

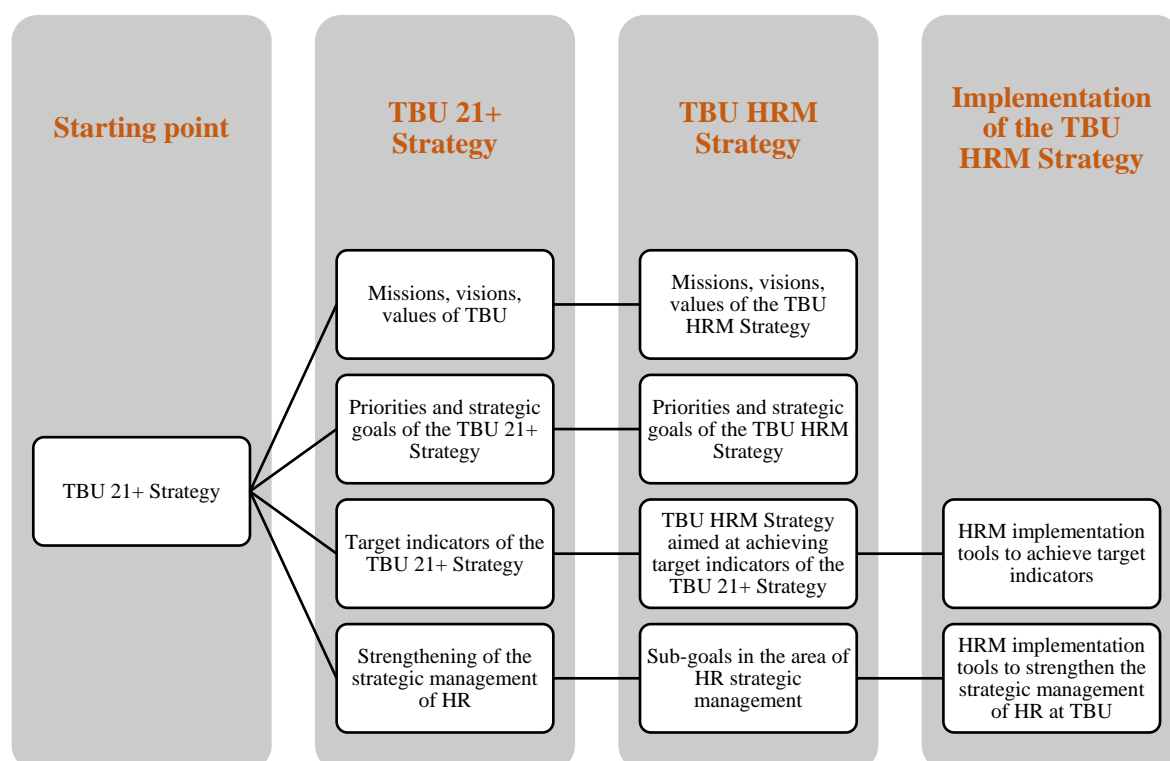
- Until now, the HRM has been focused mostly on personnel administration and not on strategic human resources management. In the future, it is necessary to create a balanced HRM strategy at TBU in Zlín.
- Personnel capacity and the number of professional experts of the HRD office of the University is insufficient. The HRD office should be strengthened with specialized positions dedicated to strategic management, recruitment, employee development, talent management, HR marketing.
- The principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers have not yet been fully integrated into all internal processes of the University. TBU in Zlín should incorporate all the principles of this Charter and meet the key standards for obtaining the HR Award at all component parts of the University.
- The system of personnel work in the form of: (1) implementation of strategic recruitment; (2) creation of a complete employee care service; (3) giving the staff a sense of belonging to the TBU brand has not been built up yet.

- The personnel structure of academic staff and researchers with the academic degree of Associate Professor and Professor, especially in the age cohorts of 40 to 60 years, is not comparable to top Czech higher educational institutions. The HRM must focus on: (1) increasing the number of staff in these categories; (2) the systematic development of academics and researchers enabling them to acquire these types of academic degrees.
- TBU in Zlín has a small number of qualified staff, especially in the positions of Associate Professor and Professor, who come to work at TBU from other institutions in the Czech Republic or from abroad. Recruitment at TBU in Zlín should take greater account of this aspect and strengthen the tools enabling the arrival of foreign employees or staff from other workplaces in the Czech Republic.
- The education and development of employees at TBU in Zlín is not sufficiently individualized according to the type or individual educational plans that would form part of the employee career plans. It is necessary to link the offer of education with the current requirements of the University set for the skills of employees and their educational needs.
- The system of evaluation of academic staff and researchers focused on their feedback and career growth, including the strengthening of the role of line management (Directors/Heads of departments/centres/studios) in the management and development of human resources, has been in operation only briefly (since 2019). It needs to be further developed and institutionalised.
- Most of the development HRM processes and activities have so far been predominantly focused on academic staff and researchers and not on other staff. It is necessary to develop HRM also towards these TBU employees.
- Internal communication works only partially and is too formalized, system conditions for formal and informal meetings of employees have not been set; there are no effective internal communication channels.

Continuity between the TBU HRM Strategy and the TBU 21+ Strategy

The TBU HRM Strategy helps to fulfil the key priorities of the TBU 21+ Strategy; in this respect, the TBU HRM Strategy is a key plan for the internal transformation of TBU in Zlín in the area of human resources management and development, which will help to fulfil its Strategic Plan until 2030.

Scheme No. 1. Continuity between the TBU HRM Strategy and the TBU 21+ Strategy



The TBU HRM Strategy builds on five pillars, which are based on the TBU 21+ Strategy:

Pillar A: Education

Pillar B: R&D and creative activities

Pillar C: Internationalization

Pillar D: Third role of TBU in Zlín

Pillar E: Internal environment (modified Pillar E: Human resources, funding, internal environment of TBU in Zlín and strategic management, TBU 21+ Strategy)

Mission and vision of the TBU HRM Strategy

Mission: Create an environment in which the work, skills and contribution of each individual are valued.

The mission of HRM at TBU in Zlín is to build up an environment in which people come first. It depends on them to what extent TBU in Zlín will succeed as an institution. For it is always people who teach, conduct research and create; employees who strive for the social usefulness of their work and who contribute to a smooth operation and support all the related activities. The quality and good reputation of the university depend on their knowledge, skills, experience and personality qualities.

Vision: In 2030, Tomas Bata University in Zlín will have a reputation as one of the best employers in the Zlín Region and among domestic universities, which:

- complies with all international standards of human resources management for higher education in the European Educational Area and meets all standards for the long-term maintenance of the EC HR Award certificate;
- has fully incorporated the principles of strategic management into the HR area;
- has set up a motivation system, which is one of the tools for creating a target personnel structure of academic staff and researchers in the categories of Associate Professor and Professor for fulfilling the target indicators of the TBU 21+ Strategy;
- provides high-quality and stable conditions for the work, career and professional development of all employees;
- has integrated the principles of gender equality in rights, responsibilities and opportunities into its personnel policy;
- thanks to the employer branding, multicultural and international environment, it is highly sought-after by job applicants from the Czech Republic and abroad.

Values of TBU in Zlín

The implementation of the vision of the TBU HRM Strategy is based on five core values of TBU in Zlín listed in the TBU 21+ Strategy:

1. An **entrepreneurial mindset** which in this context is understood as the active creation of opportunities for the use of knowledge and skills of all employees of TBU in Zlín during the performance of their work.
2. **Openness** to all job seekers and equal access to candidates in selection procedures. However, it is also about the openness and support of all employees who are willing to learn new things and to improve the level of TBU in Zlín, grow within it and contribute to building its positive reputation and credit.
3. **Usefulness**, that means for us a targeted support of the everyday functioning of employees.
4. **Creativity** that represents the support of the talent of employees who have the opportunity within the University to discover their talent and systematically develop it. At the same time, it is also about creativity in finding ways to develop their potential and strengthen the personnel structure of the University.
5. **Responsibility** for all employees of TBU in Zlín, for their working life, creation of equal opportunities, reconciliation of work and family life and building a long-term stable and adaptable personnel structure.

The fulfilment of these five values is a **bond** between TBU in Zlín and the society, a **bond** between the institution and its employees who fulfil its mission by carrying out their day-to-day work, and a **bond** between the University and its students, who not only acquire knowledge and skills, but also continuously form their system of values.

Pillar A: Education

Priority No. 1 of the TBU 21+ Strategy: Implement open, flexible and high-quality education responding to the needs of the labour market and societal challenges of the 21st century.

Priority of the TBU HRM Strategy:

Build a personnel structure of employees enabling qualitative development of the study environment at TBU in Zlín.

The TBU HRM Strategy helps to create a long-term stable and adaptable personnel structure of employees in the areas of education implemented at TBU in Zlín, who:

- will be able to meet and qualitatively exceed the standards set by the Ministry of Education, Youth and Sports and the National Accreditation Bureau for accreditation of degree programmes;
- will guarantee obtaining and maintaining of the institutional accreditation in all key areas of education carried out at TBU in Zlín;
- will be able to guarantee key degree programmes and their implementation;
- will be able to creatively develop new types of degree programmes that will reflect the needs of a changing labour market;
- will be able to use and develop new forms of education – e.g. online and hybrid forms of education, or project-oriented forms of teaching;
- will be motivated through stimulating working conditions to develop personally and grow professionally, to adopt innovative approaches to education and to cooperate on development projects in the field of education;
- will be able to carry out high-quality and effective educational activities for 10,000 students, including international students, in a set proportion;
- will create a positive and creative environment for students;
- will reflect trends in business and industry;
- will be partners for students in their education.

Pillar B: Research and R&D and Creative Activities

Priority No. 2 of TBU 21+ Strategy: Fulfil the research strategy of TBU in Zlín for increasing the professional and international competitiveness of R&D and creative activities.

Priority of the TBU HRM Strategy:

Build up a high-quality personnel structure for the fulfilment of the research strategy of TBU in Zlín.

The TBU HRM Strategy contributes to building the personnel structure of employees who:

- will implement high-quality R&D and creative activities in accordance with the strategy of individual component parts of TBU in Zlín and their research directions in accordance with the methodology issued by the Council for

- Research, Development and Innovations (hereinafter referred to as “CRDI”);
- will participate in national and international projects of basic and applied research and projects supporting social sustainability, as well as other activities evaluated by the Methodology 17+ in the area of social relevance;
 - will publish annually the results of basic research in journals indexed in Q₁ and Q₂ according to the Web of Science database, which have a high citation potential for the purpose of evaluation within The Times Higher Education – World University Rankings;
 - will apply high-quality results of their R&D and creative activities in the Register of Artistic Results (RUV);
 - will produce applied research results that have high social utility and collaborate with the corporate sector.

Pillar C: Internationalization

Priority No. 3 of the TBU 21+ Strategy: Develop the international environment of TBU in Zlín and expand international cooperation in all its activities by fulfilling the Strategy for Internationalization of TBU in Zlín.

Priority of the TBU HRM Strategy:

Expand the conditions and opportunities for professionalization of the employees of TBU in Zlín in the area of work in the international environment, create conditions for the integration of foreign staff into the domestic environment.

The TBU HRM Strategy builds up a personnel structure of employees, out of which a minimum of 15 % are foreign employees, who:

- are actively involved in the internationalization activities carried out by the University – e.g. they give lectures in a foreign language, participate in international conferences and exchange programmes, as well as build and maintain strategic international partnerships and consortia of TBU in Zlín;
- expand the diversity of the TBU academic community and enrich it with knowledge, skills and experience from the international university environment.

Pillar D: Third Role of TBU in Zlín

Priority No. 4 of the TBU 21+ Strategy: Strengthen the position of TBU in Zlín as a strategic partner in the formation of national and regional policies and strategies, the implementation of strategic projects of the region, the formation of partnerships of public and social life in the town of Zlín and in the Zlín Region. Strengthen activities in the field of social responsibility both internally and externally and participate in the sustainable development of society.

Priority of the TBU HRM Strategy:

Motivate employees to actively fulfil the third role of TBU in Zlín, including the implementation of non-formal education; to participate in activities in the area of social responsibility, sustainable development, charity or public benefit events.

The TBU HRM Strategy leads to the formation of a personnel structure made up of employees, who:

- identify themselves with the third role of TBU in Zlín;
- get involved in the creation and implementation of strategic projects of the region;
- carry out awareness-raising activities that contribute to building the credit of TBU in Zlín as a place of critical reflection and popularization of RDI;
- get involved in charitable and public benefit events in the region;
- participate in expert committees within the cooperation between municipalities or regions;
- contribute to long-term sustainability and increasing the credit of the town, the region and the Czech Republic.

Pillar E: Internal Environment

Priority No. 5 of the TBU 21+ Strategy: Develop the internal environment of TBU in Zlín as an environment offering inspiration and motivation for work and studies, for both internal and external cooperation, supporting a sense of belonging to the TBU brand and its values and respecting compliance with the internal rules of the University.

Priority of the TBU HRM Strategy:

Implement the principles of strategic management of human resources at TBU in Zlín.

The TBU HRM Strategy leads to the formation of the personnel structure of employees who:

- are qualitatively well-equipped to perform their work, including professional work in the administrative, economic, technical, manual work and business administration fields;
- are able to provide full service to component parts, especially where services have been set up as centralized;
- stay motivated in the long term to do their best work;
- support and cooperate with each other, thereby supporting the work of researchers and academic staff in particular;
- respect the values and internal rules of the University, share the organizational culture of TBU in Zlín.

Strategic goals and sub-goals of the TBU HRM Strategy for building up of the required personnel structure

Strategic goals	Sub-goals	Tools
Strategic goal 1: Introduce a system of personnel planning at TBU in Zlín	Sub-goal 1.1: Introduce a flexible system for monitoring, predicting and planning future personnel needs for individual categories of employees across the entire TBU in Zlín	✓ Set up flexible system for the prediction and identification of future needs in the area of human resources
	Sub-goal 1.2: Prepare and continuously update the Personnel Development Plan at individual component parts of TBU in Zlín	✓ Personnel development plan based on the plan of personnel needs
	Sub-goal 1.3: Process and continuously update the List of basic/type job positions at TBU in Zlín	✓ Overview of basic/type job positions at TBU in Zlín
	Sub-goal 1.4: Commence the preparation of competency models for the most frequently filled positions at TBU in Zlín	
Strategic goal 2: Create a harmonised professional recruitment system in the form of a centralised HRM service	Sub-goal 2.1: Professionalize recruitment of staff and introduce it as a centralized service at TBU in Zlín	✓ Recruitment strategy at TBU in Zlín
	Sub-goal 2.2: Set up an active system for searching for suitable candidates, integrate individual search and recruitment into regular personnel work	✓ Functional database of applicants for job at TBU in Zlín
	Sub-goal 2.3: Streamline work with the database of job applicants	✓ Regular recruitment statistics
	Sub-goal 2.4: Regularly evaluate the system of filling job positions at TBU in Zlín and prepare possible updates of internal regulations governing this issue	✓ Introduced onboarding tool ✓ Introduced offboarding tool
	Sub-goal 2.5: Prepare and integrate tools of the employee adaptation process – onboarding and offboarding	✓ Revised internal rules and regulations

	tools	
Strategic goal 3: Innovate and expand the conditions for personal and professional development of employees of all categories	Sub-goal 3.1: Ensure the personnel structure of academic staff meeting the requirements of the NAB for accreditation and institutional accreditation, in particular guarantors of degree programmes, guarantors of theoretical course units and high-quality researchers working in the areas of education in which TBU will apply for accreditation or institutional accreditation	<ul style="list-style-type: none"> ✓ Talent Management Strategy pursued at TBU in Zlín including a succession system ✓ Organization of educational activities focused on R&D&I activities and publishing ✓ Staff Education Plan at TBU in Zlín ✓ Guide for Staff Education and Development
	Sub-goal 3.2: Increase the proportion of academic staff and researchers with the academic degree of Associate Professor to at least 30% and with the academic degree of Professor to at least 15%	
	Sub-goal 3.3: Increase the professional skills of academic staff and researchers focused on R&D&I activities and publishing in journals in Q ₁ and Q ₂ and on increasing the citation rate of these outputs, as well as skills related to quality outputs indexed in the RUV	
	Sub-goal 3.4: Set up a strategy for identifying and working on talent development, including building up of a managed succession system	
	Sub-goal 3.5: Create a comprehensive system of education that will lead to an increase in the competencies of the employees of TBU in Zlín	
Strategic goal 4: Set conditions and implement tools for employee development management	Sub-goal 4.1: Evaluate and, if necessary, update the Rector's Directive – Evaluation and Management of the Development of Teaching, R&D and Creative, Managerial and Other Activities Carried Out by TBU Academic Staff and Researchers	<ul style="list-style-type: none"> ✓ Support system for evaluators set up ✓ Handbook – guide on “How to Evaluate Employees”
	Sub-goal 4.2: Offer assistance in preparing assessment interviews to line managers	

<p>Strategic goal 5: Set fair, transparent, comprehensible and motivating remuneration of all employees, conditions for the provision of benefits and for the provision of targeted incentives</p>	<p>Sub-goal 5.1: Develop a fair and transparent evaluation system, including motivational components, which will stimulate the building up of the required personnel structure of academic staff and researchers, and will lead to the retention of a highly qualified workforce in the category of other employees</p>	<ul style="list-style-type: none"> ✓ Regular monitoring in the area of remuneration and compliance with equal conditions in this area ✓ Motivation system for academics and researchers with the aim of increasing and improving publication results focused on R&D&I activities, publishing in journals in Q₁ and Q₂, and on increasing of the citation rates of such outputs ✓ Motivation system for other employees ✓ Modern and motivating benefit system
	<p>Sub-goal 5.2: Create and implement an incentive system for academic staff and researchers in the form of targeted tools that would stimulate publication results focused on R&D&I activities, publishing in journals in Q₁ and Q₂ and increasing the citation rate of these outputs in the RIV, or that would stimulate the production of high quality outputs indexed in the RUV.</p>	
	<p>Sub-goal 5.3: Systematically anchor the motivation system for the implementation of activities or projects within the third role of TBU in Zlín with relation to all employees</p>	
	<p>Sub-goal 5.4: Regularly evaluate and innovate the system of benefits</p>	
<p>Strategic goal 6: Create conditions for setting a fair working environment and balancing the level of reconciliation of family and working life – work-life balance</p>	<p>Sub-goal 6.1: Promote adequate gender policy at all levels – recruitment, staffing of leadership positions, equal pay</p>	<ul style="list-style-type: none"> ✓ Gender Equality Plan of Tomas Bata University in Zlín 2022–2025 ✓ Optimization of the use of flexible forms of work ✓ Revision of internal regulations related to the issue
	<p>Sub-goal 6.2: Optimize conditions for the use of flexible forms of work</p>	
<p>Strategic goal 7: Develop a stimulating environment across TBU in Zlín based on</p>	<p>Sub-goal 7.1: Set up a system of personnel work at all component parts of TBU in Zlín and introduce functional HR services to be provided at the Rectorate in order to reduce the administrative and bureaucratic burden in the area of personnel work and increase its professionalism</p>	<ul style="list-style-type: none"> ✓ TBU communication strategy for building of employer branding ✓ EC HR Award certificate

<p>high quality communication inside and out; anchor the basic pillars of university culture with effective leadership and develop employer branding</p>	<p>Sub-goal 7.2: Set up an effective communication system in the area of working with human resources – TBU Communication Strategy for building up of the employer branding</p>	<p>✓ Monitoring of fulfilment of indicators set in the European Charter for Researchers</p>
	<p>Sub-goal 7.3: Optimize and maintain a comprehensible legislative environment at TBU in Zlín</p>	
	<p>Sub-goal 7.4: Integrate and maintain conditions for the acquisition and maintenance of the HR Award pro for the entire TBU in Zlín</p>	
	<p>Sub-goal 7.5: Incorporate the Methodology of the Code of Ethics of TBU in Zlín into internal regulations and processes and give it greater visibility</p>	
	<p>Sub-goal 7.6: Incorporate and require compliance with the European Charter for Researchers</p>	

Incorporation of the TBU HRM Strategy into the internal environment of TBU in Zlín

The TBU HRM strategy will be further elaborated in the following implementation documents:

1. **Methodology of work with human resources at TBU in Zlín** and an action plan for the implementation of individual tools for the period 2022–2025, including:
 - Methodologies for reconciliation of family and working life
 - Methodologies for extended search of candidates for managerial and specialized professional positions
 - Incorporation of the European Charter for Researchers into the internal structure of TBU in Zlín
 - Implementation of the TBU Code of Ethics.
2. **Gender Equality Plan of TBU in Zlín**, including an action plan for incorporation into the internal environment of TBU in Zlín for the period 2022–2025.
3. **Conditions for obtaining and maintaining the EC HR Award certificate** at all component parts of TBU in Zlín.

Staffing for human resources management at TBU in Zlín

Concept of a new HRM system at TBU in Zlín

$$\text{HRM} = \text{HRA} + \text{HRD}$$

(HR management = HR administration + HR development)

The issue of HRM in the TBU 21+ Strategy is primarily embedded in Pillar E: Human Resources, Funding, Internal Environment and Strategic Management. The main goal thereof is to develop the internal environment of TBU in Zlín as an environment inspiring and motivating to work and study, to cooperate in and outside the University, supporting the affiliation with the TBU brand as well as with its values, and respecting observance of the internal rules of TBU in Zlín.

In order to support the HRM activities, a new service Human Resources Development office was established at TBU in Zlín as a partner for work with human resources at the individual constituent parts, which will support TBU component parts during their work with the challenges that working with people brings. It is a centre providing services and counselling and offering a helping hand to all component parts of TBU in Zlín with the aim of meeting the strategic goals set in relation to work with HR – it will help with the preparation of conditions for obtaining and maintaining the HR Award for the whole University.

Evaluation of the implementation of the TBU HRM Strategy

The TBU HRM strategy will be regularly evaluated in an annual report on the implementation of the following documents:

1. Methodology for Work with Human Resources at TBU in Zlín
2. Selected indicators for monitoring of the fulfilment of the target indicators listed in the TBU 21+ Strategy for 2030 – Annex No. 1 to the TBU HRM Strategy.
3. Gender Equality Plan of TBU in Zlín

The summarizing annual report will be incorporated into the Annual Report on the Implementation of the Strategic Plan of Tomas Bata University in Zlín for the 21+ Period, namely into the C Section entitled “Evaluation of the fulfilment of the implementing strategic documents”.

Methodology for Work with Human Resources at TBU in Zlín and action plan for the implementation of the individual tools set for the period 2022 - 2025

The Methodology for Work with Human Resources at TBU in Zlín (hereinafter referred to as the “Methodology”) is the implementing document of the Strategy for Human Resources Development of Tomas Bata University in Zlín (hereinafter referred to as the “TBU HRM Strategy”), which is included in the Strategic Plan of Tomas Bata University in Zlín for the period 21+ (hereinafter referred to as the “TBU 21+ Strategy”).

The Methodology is aimed to fulfil the priorities set in the TBU HRM Strategy for the Pillars defined:

Pillar A: Education, Priority set in the TBU HRM Strategy

Build up an HR structure in academic staff enabling the granting and maintenance of institutional accreditation and the implementation of degree programmes in the quality as planned, with the planned number of students enrolled, while, at the same time, being able to creatively develop new types of degree programmes corresponding to the changing labour market.

Pillar B: R&D and Creative Activities, Priority set in TBU HRM Strategy

Build up a high-quality HR structure in researchers in order to fulfil the Research Strategy of TBU in Zlín, to increase its competitiveness in specific areas of expertise and the international competitiveness of R&D and creative activities conducted at TBU.

Pillar C: Internationalization, Priority set in the TBU HRM Strategy

Create and extend the conditions for professionalization of employees of TBU in Zlín in the field of work in the international environment, create and improve conditions for the integration of foreign nationals into the “domestic environment”.

Pillar D: The Third Role of TBU in Zlín, Priority set in the TBU HRM Strategy

Motivate employees to actively fulfil the third role of TBU in Zlín, especially to get involved in activities related to social responsibility, sustainable development, and in the creation and implementation of strategic projects implemented in the region.

Pillar E: Internal Environment, Priority set in the TBU HRM Strategy

Implement the principles of strategic management of human resources at TBU in Zlín.

The aim of the methodology is to unify the conditions and rules in the field of work with human resources at TBU in Zlín and to introduce partial functional steps and procedures in defined tools used in work with HR (implementation measures). The methodology includes the processes of the human resources management and development system from HR planning through the selection, recruitment and adaptation/onboarding of employees, work performance management and evaluation, functional system of staff education and staff development to steps related to termination of employment and offboarding. At the same time, the methodology focuses on the setting of a new communication strategy, both in relation to the internal environment and to an improvement in the

quality of cooperation and communication between colleagues, as well as external communication.

The area of gender equality is dealt with in a separate document, namely in the Gender Equality Plan at TBU in Zlín 2022 – 2025 (Gender Equality Plan TBU – GEP). It includes an action plan aimed to incorporate the principles of gender equality into internal regulations, standards and processes at TBU and at TBU component parts. It is posted in Czech and English on the TBU website in the Equal Opportunities section <https://www.utb.cz/gep/>.

Structure of the basic areas of the methodology in relation to the strategic goals and sub-goals listed in the TBU HRM Strategy:

1. Area: Planning of needs of human resources

- Strategic goal 1: Introduce a system of HR planning at TBU in Zlín.

2. Area: Staffing

- Strategic goal 2: Create a harmonized professional HR recruitment system as a centralized HR service.

3. Area: Staff development

- Strategic goal 3: Innovate and extend the conditions for personal and professional development of all categories of staff

4. Area: Management and evaluation of work performance

- Strategic goal 4: Set conditions and implement tools for management of staff development

5. Area: Remuneration and motivation

- Strategic goal 5: Support a fair, transparent, comprehensible and motivating remuneration of all employees, conditions for provision of benefits and for provision of targeted incentives.

6. Area: Working conditions and care for employees

Strategic goal 6: Create conditions for setting a fair working environment and for achieving of work-life balance – reconciliation of family and working life.

7. Area: Stimulating internal environment and development of corporate culture

- Strategic goal 7: Develop a stimulating environment across TBU in Zlín based on high-quality communication in and outside, determine the basic pillars of university culture including effective leadership and develop employer branding.

The methodology for work proposes implementation measures/activities for each area - a procedure to be followed in order to fulfil the strategic goal and sub-goals of the TBU HRM Strategy. It comprises steps and tasks that will be determined as regards deadlines, personnel, or funding, after being further discussed with the TBU Management Board.

The measures are defined at the institutional level so that they can be adapted to the relevant constituent parts on the basis of consultations and further discussions with the management of all component parts of TBU.

Staff categories at TBU in Zlín

The methodology applies to all categories of staff employed at TBU in Zlín, regardless of the legal reason for the establishment of their employment relationship. These are the following categories:

- Academic staff: Professors, Associate Professors, Senior Lecturers, Lecturers, Assistant Lecturers
- Researchers: Post-docs, researchers
- Other staff performing administrative, economic, technical, unskilled and business administration activities

1. Area: Planning of Needs of Human Resources

Initial situation: This area has not yet been systematically dealt with at TBU in Zlín.

Monitoring and effective planning of needs of human resources will primarily result in the unification of approaches to HR development plans at individual component parts of TBU in Zlín and in facilitation of the planning of changes in the HR structure, effective succession or the search for new employees without time pressure.

Strategic goal set in the TBU HRM Strategy	Sub-goal set in the TBU HRM Strategy	Implementation measures	Time schedule	Tool (indicator)	Person/ constituent part in charge	
Strategic goal 1: Introduce a system of HR planning at TBU in Zlín	Sub-goal 1.1: Implement a flexible system for monitoring, predicting and planning of future HR needs for individual categories of employees across TBU in Zlín	Analyze HR goals and needs at all component parts and prepare a system of data collection and work with the data collected in this area	Once per year	Flexible system for predicting and identifying future HR needs – plan of HR needs	HRD, Deans/Heads/ Directors of component parts	
	Sub-goal 1.2: Prepare and continuously update the HR Development Plan sorted by component parts of TBU in Zlín	Revise the form of the current HR structure sorted by component parts	2022	Audit of the HR/organizational structure of TBU	HRD, internal audit	
		To prepare and continuously update the HR Development Plan at TBU component parts and at the institutional level	2023 + continuous updates once per year	HR development plans including a recruitment plan sorted by component parts	HRD	
		Interconnect HR Development Plans and the HR Plan with the Recruitment Plan	Once per year	HR development plan including a recruitment plan on the institutional level	HRD Deans/Heads/ Directors of component parts	
	Sub-goal 1.3: Prepare and continuously update the list of basic standard jobs/job positions at TBU in Zlín	Modify the organizational structure of TBU in Zlín according to the audit findings (see Sub-goal 1.2)	Unify the terms used in documents and in the IS SAP. Start the preparation of computerization in the field of HR work	2022	Revised organizational structure of TBU in Zlín in accordance with the IS SAP	HRD, internal audit
		Prepare an overview of basic standard jobs/job positions at TBU		2022	Overview of standard job positions	HRD

		In accordance with the newly prepared diagram of standard jobs/job positions, start the preparation of a proposed update to the Salary Regulations of TBU in Zlín and related internal regulations	2022	Proposed updated to internal rules and regulations	HRD in cooperation with the Bursar and the Legal Services
	Sub-goal 1.4: Start the preparation of competency models for the most frequently filled job positions at TBU in Zlín	Preparation of competency models for the most frequently filled positions at TBU Faculties and component parts	2024	Competency models proposed for individual job positions	HRD

Description of tools:

1. A flexible system of prediction and identification of future needs in the field of HR, including personnel development plans for the individual component parts of TBU:
 - Creation of a plan of HR needs for the individual component parts of TBU in cooperation with Deans/Heads/Directors of the component parts on the basis of the development of the HR structure.
 - In accordance with the plan of HR needs, the creation of a HR development plan and its updating always with an outlook involving the period of one year.
 - The plan shall take into account the natural turnover of employees – retirements, departures/returns to/from maternity and parental leave, long-term internships, termination of contracts concluded for a limited period of time, or dismissals.
 - The HR development plan of a component part (organizational unit) of TBU shall be incorporated into the institutional HR development plan for the given period.
 - A recruitment plan will be elaborated, using the HR development plan prepared, which will take into consideration the number of candidates sought, sources from which they are to be obtained, methods and techniques of recruitment, deadlines, funding to be used for the recruitment, and/or the budget costs.
2. Audit of the HR/organizational structure:
 - Audit of the organizational structure of TBU will unify any inequalities in job designation, unify the approach to the creation of job descriptions.
 - Based on the audit findings, it will be possible to start the preparation of computerization in the field of HR work (connection to the SAP IS).
3. Standard jobs/job positions:
 - A prepared overview of standard jobs/job positions will enable to unify the conditions in the approach to the filling of job positions across TBU, to ensure equal treatment in the

determination of working conditions and to unify conditions regarding salaries.

- It will enable to start the preparation of an update to the Salary Regulations of TBU in Zlín.

2. Area: Recruitment of Human Resources

Initial situation:

The system of academic staff recruitment at TBU in Zlín adheres to the internal regulation “Rules Governing Selection Procedures for Academic Staff Positions at TBU in Zlín”. It defines the method to be used when announcing selection procedures for academic staff positions, nomination of members of the selection committee and the actual course of the selection procedures. Its function is to unify the procedure for filling of job positions and to establish rules ensuring the selection of candidates who have the best qualification to perform the activities of an academic in the given position.

During the recruitment of academics, TBU in Zlín proceeds with maximum transparency and democracy, which is based on the voting taken by the selection committee on the recruitment of new employees. The key criteria for recruitment refer to the fulfilment of qualification requirements, i.e. to the education completed, scientific degree, length of professional experience, quality of R&D and creative activity and language skills.

TBU in Zlín has no internal regulation comprising the criteria and a procedure set for filling of job position applicable to the recruitment of researchers and of other employees, with the exemption of the newly set internal rules at the University Institute, the Centre of Polymer Systems applicable to the recruitment of researchers. For both categories, the procedure comprises either a centralized announcement of selection procedures by publishing an advertisement on the TBU website or by direct recruitment in the form of a personal interview. TBU in Zlín has created its own database of job seekers, which is used to contact candidates if necessary.

Within the international recruitment, both informal tools are used in the form of activation of international research networks where employees of TBU in Zlín are involved, as well as formal tools implemented in cooperation with the International Office of TBU in Zlín:

(1) Advertising of job positions on international websites focusing on science and research such as the Euraxess; (2) Advertising at education and higher education fairs held abroad; (3) Through the mediation of centres of TBU in Zlín which are located abroad.

In the area of recruitment of human resources, it is primarily the implementation of the Recruitment Strategy of TBU in Zlín with the aim of expanding and streamlining approaches to the selection and recruitment of employees at TBU.

Strategic goal set in the TBU HRM Strategy	Sub-goal set in the TBU HRM Strategy	Implementation measures	Time schedule	Tool (indicator)	Person/ constituent part in charge
Strategic goal 2: Create a harmonized professional recruitment system through	Sub-goal 2.1: Professionalize staff recruitment and introduce it as a centralized service at TBU in Zlín	Monitor current processes and approaches to recruitment taking place at the entire TBU in Zlín.	2022	Prepared monitoring of the current situation at TBU in Zlín	HRD
		Promote the Human Resources Development office as an HR	2022	HRM as an established	HRD

a centralized HRM service		partner for all component parts of TBU in Zlín – a constituent part providing services and counselling in recruitment		constituent part		
		Ensure transparent recruitment in relation to all component parts/parties in the process	Continuously	Recruitment strategy	HRD	
		Prepare a recruitment guide/guide for non-HR people	2022	“How to Recruit” guide	HRD	
		Simplify administration and unify recruitment in one place containing a database of job seekers looking for employment at TBU in Zlín	2022 Continuously	New website kariera.utb.cz	HRD	
	Sub-goal 2.2: Set up an active system for search for suitable candidates, incorporate the individual tools used for search and recruitment in regular HR work		Effectively plan recruitment according to the development of the HR structure – in connection with the plan of HR needs and the recruitment plan	Continuously	Active use of HR development plans and recruitment plans	HRD
			Registration and active use of advanced search on specialized servers	Continuously	Overview of specialized servers used	HRD
			Set up an e-mail address for unified recruitment communication	2022	E-mail address: kariera@utb.cz	HRD
			Streamline the administration of selection procedures	Continuously	Actively used the ATS (applicant tracking system) recruitment application	HRD
	Sub-goal 2.3: Streamline the work with the database of job seekers		Continuously update the database of job seekers looking for employment at TBU in Zlín in compliance with the rules of personal data protection	Continuously	Functional database of job seekers at TBU in Zlín	HRD
	Sub-goal 2.4: Regularly evaluate the system of filling of job positions used at TBU in Zlín and to prepare possible updates of internal regulations governing this issue		Regularly monitor and evaluate the system of filling of job positions at TBU in Zlín	Once per year	Recruitment statistics	HRD
			Revise internal regulations - Rules Governing Selection Procedures for Academic Staff Positions at TBU in Zlín	As required	Proposal to update the Rules Governing Selection Procedures for Academic	HRD in cooperation with the Legal Services

				Staff Positions at TBU in Zlín	
		In connection with the preparation for the HR Award, consider the elaboration of a regulation governing the categories of researchers and other employees	As required	Recruitment strategy, or another regulation, if required	HRD
Sub-goal 2.5: Prepare and implement tools for staff adaptation – onboarding and offboarding tools		Prepare a manual for new colleagues entitled “Welcome to TBU” (Czech and English versions)	2022	Manual/Guide for new employees	HRD
		Prepare the adaptation/onboarding section of the TBU website.	2022	Information section on the TBU website	HRD
		Provide initial staff training for employees, including occupational safety and health, fire prevention and personal data protection, prepare a basic information training for new employees	From 2022 onwards	Presentation for new colleagues during the initial staff training	HRD
		Develop an offboarding tool for departing employees	2022	Exit questionnaire	HRD

Description of tools:

1. The Recruitment Strategy of TBU in Zlín
 - is a comprehensive tool for a transparent recruitment of employees where the Rules Governing Selection Procedures for Academic Staff Positions at TBU in Zlín are not applicable.
 - was created in accordance with the requirements and conditions listed in the HR Award.
2. Monitoring of suitable candidates in the field on the basis of the Staff Development Plan, including a plan of HR needs
 - Database of job seekers
 - Cooperation with the the Job Centre
 - Monitoring and search on specialized servers
3. Functional database of job seekers interested in a job at TBU in Zlín
 - Part of the website kariera.utb.cz
 - Sorted by education, areas of professional qualification and interest, etc.
 - Active use of the ATS (applicant tracking system) application for contact with job seekers interested in a job at TBU.

4. Regular monitoring and evaluation of filling of job vacancies at TBU in Zlín
 - Recruitment statistics – monitoring of development, changes, comparison over time and evaluation of findings included in regular (annual) reports

5. Established onboarding and offboarding tools
 - Guide for new employees
 - Staff training for new employees, welcome package and information leaflet containing basic information for newcomers
 - Guide for managers used for adaption of new employees
 - Guide for employees taking maternity leave, parental leave, unpaid leave, a long-term internship, etc.
 - Employee exit questionnaire

3. Area: Professional growth of employees

Initial situation:

The system of career growth of academics and researchers is decentralized at TBU in Zlín and is based on the conditions and specifics of individual component parts of TBU in Zlín. Therefore, TBU in Zlín has not issued Career Regulations applicable to such employees at the institutional level. The process of career advancement, development and remuneration is administered by the individual component parts of the University; the component parts also set up motivation tools for rewarding these employees depending on the results achieved. The award of the said motivation tools is conditional on observance of the institutional system of evaluation of these employees; it must also be in compliance with the valid Salary Regulations of Tomas Bata University in Zlín.

Academics and researchers are enabled long-term mobility abroad, both funded by mobility projects such as Erasmus+ or CEEPUS and by other supporting projects comprising both external (e.g. the project “International Mobility of TBU Researchers” funded by the Operational Programme “Research, Development and Education”) and internal sources of funding. These projects provide funding not only to outgoing academic mobility, but also to incoming academic mobility of researchers and post-docs from abroad.

A long-term sabbatical leave is institutionalized at TBU in Article 35 of the Statute of TBU in Zlín. Systematic conditions for incoming researchers from abroad have been created at the University, and that within supporting projects (see above) and through the activities of the International Office of TBU in Zlín, which focuses on the integration of international researchers into the academic community. Stays of visiting academics, namely of highly qualified employees from abroad, are regulated in Articles 37 and 37a of the TBU Statute in Zlín, which sets out the requirements regarding the awards of the academic degree of Visiting and Adjunct Professor.

International mobility of researchers and other employees is also supported by means of targeted internal projects.

There is no systematic support for professional growth in the category of other employees. Personal development of employees is the responsibility of their superiors and takes place individually.

The area of employee development is focused on innovation and extension of conditions for personal and career development in all categories of employees and, at the same time, it is dedicated to starting of work with talents.

Strategic goal set in the TBU HRM Strategy	Sub-goal set in the TBU HRM Strategy	Implementation measures	Time schedule	Tool (indicator)	Person/ constituent part in charge
Strategic goal 3: Innovate and extend the conditions for personal and professional development of all categories of employees	Sub-goal 3.1: Ensure that the HR structure of academic staff meets the requirements of the NAB for accreditation and institutional accreditation, especially guarantors of degree programmes, guarantors of course units providing a theoretical basis and high-quality researchers working in the fields of education in which TBU in Zlín will apply for accreditation or institutional accreditation	Prepare an analysis of the minimum requirements for R&D and creative activities of guarantors of degree programmes and course units according to the customs and expectations of the NAB	2022	Analysis	Vice-Rector for Pedagogical Activities, Dean of the FLCM
	Sub-goal 3.2: Increase the percentage of academics and researchers holding the degree of Associate Professor to at least 30% and of those holding the degree of Professor to at least 15%	Monitor the number of habilitation and professorial appointment procedures, monitor the development	From 2022 onwards	Statistics	HRD
		Formalize the Career Regulations with emphasis put on increasing the number of habilitation and professorial appointment procedures	2025	Career Regulations	HRD, Vice-Rector for Quality Management
	Sub-goal 3.3: Increase the professional skills of academics and researchers focused on R&D&I activities and publishing in journals in Q ₁ and Q ₂ and on increasing the citation rate of these outputs	Organize educational activities in the relevant area	Continuously	Educational activities carried out	HRD, TBU Library
	Sub-goal 3.4: Set up a strategy for identifying and working on talent development, including	Revise the procedures currently followed	2023	Revised procedures and processes	HRD

	the building of a controlled succession system				
		Prepare the Talent Management Strategy at TBU	2025	Talent management strategy at TBU including succession system	
	Sub-goal 3.5: Create a comprehensive system of education that will produce an increase in the competencies of TBU employees in Zlín	Propose a system of education for all categories of employees	2023	TBU Education Plan, Staff Training and Development Guide	
	Ensure the organization of educational activities	Continuously	Educational events held		

Description of tools:

1. Career Regulations:
 - Monitoring of the development of the number of habilitation and professorial appointment procedures sorted by TBU component parts and held at the entire TBU in Zlín, evaluation of statistics
 - Preparation of Career Regulations with the focus on increasing the number of habilitation and professorial appointment procedures
2. Regular training of academics/researchers in the field of publishing and increasing of citation rates - organization of educational activities within the institutional offer of education.
3. Strategy for talent management pursued at TBU in Zlín, including the succession system
 - Revise the current systems of support for postdocs
 - Preparation of a system for talent development, inspiration by examples of good practice applied at other universities
 - Elaboration of the Strategy for Talent Development at TBU in Zlín
4. Staff Education Plan at TBU in Zlín:
 - Mapping of educational needs (employees, individual component parts of the University) aimed at the development of staff
 - Creation of a comprehensive offer of educational events intended for all categories of employees in the form of a Guide for Staff Education and Development

4. Area: Management and evaluation of work performance

Initial situation:

The purpose of the system of evaluation of academics and researchers at TBU in Zlín is to provide all these employees with systematic and objective feedback on their work activities, to identify barriers to and opportunities for their further development.

The system of evaluation of these employees is described in the Rector's Directive SR/7/2021 "Evaluation and Management of the Development of Teaching, R&D and Creative, Managerial and Other Activities Carried Out by TBU Academic Staff and Researchers". The said internal regulation regulates not only the areas of work (teaching, R&D and creative, managerial and other activities) that are the subject of evaluation, but also their specific scope, content, method of evaluation using the so-called "performance points" and the actual system of implementation of feedback. The results of the evaluation are also used to determine the extra pay to be granted to academics and researchers in accordance with the Salary Regulations of TBU in Zlín. For these categories of employees, the algorithm for determining of their extra pay may be determined by the Dean or by a senior executive at the relevant component part in compliance with the Rector's Directive SR/7/2021.

The Rector's Directive also emphasizes the implementation of the outputs of the IPN methodology issued by the MEYS (Effective System of Evaluation and Funding of Research, Development and Innovations), mutual evaluation made by both superiors and subordinates, and qualitative parameters in the field of R&D and creative activity (outputs in peer-reviewed journals indexed in the WoS and Scopus databases) and education.

Based on the said initial situation, the work performance of academics is monitored annually using the IS HAP information system or through a system registering their workload. The summary of the aggregated data obtained during this monitoring is used for strategic management and setting of rules for science and research and for further orientation of TBU component parts. The key component of the system for evaluation of academics comprises regular interviews made by senior executives with employees, during which the Career Plan of Activities for a period of 1 to 2 years is determined and evaluated.

For other employees, the evaluation does not adhere to an internal regulation of TBU in Zlín, it is defined only in general terms in the Rector's Directive SR/19/2018 "Work Regulations of Tomas Bata University in Zlín" (hereinafter referred to as the "Work Regulations") as the employer's obligation to regularly evaluate the work results of employees, to appreciate their initiative, professional effort and high-quality work results.

Area of evaluation and management of work performance focuses on the setting of conditions and implementation of tools used to manage the staff development and on the support offered to the employees evaluated/evaluators.

Strategic goal set in the TBU HRM Strategy	Sub-goal set in the TBU HRM Strategy	Implementation measures	Time schedule	Tool (indicator)	Person/ constituent part in charge
Strategic goal 4: Set conditions and implement tools for staff development management	Sub-goal 4.1: Evaluate and, if necessary, update the Rector's Directive "Evaluation and Management of the Development of Teaching, R&D and Creative, Managerial and Other Activities Carried Out by TBU Academic Staff and Researchers"	Revise the current system of evaluation of academics and researchers at TBU in Zlín	2023	Revised evaluation system	HRD+ Deans, Heads/Directors of component parts
	Sub-goal 4.2: Offer line managers assistance during the preparation of evaluation interviews	Organize educational activities in the field of staff evaluation	Continuously	Educational events held	HRD + Deans, Heads/Directors of component parts
		Propose a manual/guide "How to Evaluate" – a guide for evaluators generally applicable to the evaluation of all categories of employees including general principles of good practice	2023	"How to Evaluate Employees" guide	HRD

Description of tools:

1. Revision and, if required, modification of the evaluation system:
 - Evaluation and possible update of the Rector's Directive entitled "Evaluation and Management of the Development of Teaching, R&D and Creative, Managerial and Other Activities Carried Out by TBU Academic Staff and Researchers".
2. An established system of support for evaluators:
 - Organization of training activities in the field of staff evaluation
 - Handbook/guide "How to Evaluate Employees" - manual for evaluators generally applicable to the evaluation of all employees, listing general principles of good practice.

5. Area: Remuneration and motivation

Initial situation:

The provision of salaries and bonuses for the category of academics and researchers who have entered into an employment relationship with TBU in Zlín and for other employees, regardless of the legal reason for the establishment of their employment relationship, is regulated in the Salary Regulations of TBU in Zlín, which sets out salary scales, description of salary categories, qualification requirements and prerequisites, and classification of employees into salary category.

If it is required to employ experts from abroad to work at constituent parts of TBU in Zlín, excellent experts from business and industry, or, in other justified cases, an individual contractual salary can be granted to them in accordance with the Salary Regulations of TBU in Zlín.

Benefits are provided by TBU in Zlín depending on currently concluded agreements with partners. Currently, TBU provides the following employee benefits:

- Benefits in the form of discounts that TBU employees in Zlín can get when buying goods in selected shops and discounts on telecommunication services
- Discounts on tours organized by Čedok
- Discounts on stays in the Valachy Resort and Valtice Hostel
- Use of the university-owned chalet Portáš situated in the Beskydy Mountains for recreational purposes
- Subsidized catering in the Refectory of TBU in Zlín
- Pension insurance contribution paid by the employer - TBU in Zlín
- Partners programme in cooperation with Komerční banka a.s.

The area primarily focuses on transparent, comprehensible and motivating remuneration of all employees, including updates to the system of employee benefits.

Strategic goal set in the TBU HRM Strategy	Sub-goal set in the TBU HRM Strategy	Implementation measures	Time schedule	Tool (indicator)	Person/ constituent part in charge
Strategic goal 5: Promote fair, transparent, understandable and motivating remuneration of all employees, conditions for providing benefits and for providing targeted incentives	Sub-goal 5.1: Develop fair and a transparent evaluation system, including motivation components, which will stimulate the building of the required HR structure of academics and researchers and will result in the retention of highly qualified staff in the category of other employees	Regularly evaluate the remuneration system according to the current situation on the labour market and, if necessary, propose an update of the Salary Regulations of TBU in Zlín.	Once per year	Annual monitoring, statistics	HRD in cooperation with the Legal Services
		Carry out an audit in the area of non-discriminatory remuneration conditions at all component parts of TBU in Zlín.	2023	Regular audit report	Internal audit

<p>Sub-goal 5.2: Create and implement a motivation system for academics and researchers in the form of targeted tools that would stimulate publication results focused on R&D&I activities, publishing in journals in Q₁ and Q₂ and on an increase in the citation rates of these outputs included in the RAO</p>	<p>To be prepared within the fulfilment of the Implementation Plan of the 21+ Strategic Plan of TBU for 2022.</p>	<p>2022</p>	<p>Proposal of a motivation system</p>	
<p>Sub-goal 5.3: Extend the motivation system for the implementation of activities or projects within the third role of TBU in Zlín to all employees</p>	<p>Prepare a proposal for the Motivation System for Other Employees (by means of a Rector's Directive) in order to motivate this category of employees to activities in the area of the third role of TBU in Zlín, especially with a focus on supporting participation in the field of Lifelong Learning.</p>	<p>To be announced</p>	<p>Incentive System for other employees – Rector's Directive</p>	<p>HRD, Vice-Rector for Pedagogical Activities, Legal Services</p>
<p>Sub-goal 5.4: Regularly evaluate and innovate the benefit system</p>	<p>Review and regularly update the benefit system in order to offer attractive offers for all categories of employees.</p>	<p>Continuously</p>	<p>Benefit system</p>	<p>HRD</p>
	<p>Actively search for opportunities for other benefits provided by contractual partners.</p>	<p>Continuously</p>	<p>Concluded contracts on cooperation</p>	<p>HRD</p>
	<p>Prepare an overview of benefits to be posted on the TBU website.</p>	<p>2022</p>	<p>Updated section "Employee Benefits" on the TBU website</p>	<p>HRD</p>

Description of tools:

1. Regular monitoring in the area of remuneration and observance of equal conditions in this area:
 - Monitoring of the current situation on the labour market
 - Monitoring of the state of remuneration at TBU in Zlín
 - Possible proposals for updating the Salary Regulations of TBU in Zlín.

2. Motivation system for academics and researchers with the aim of increasing and improving publication results focused on R&D&I activities, publishing in journals included in Q₁ and Q₂, and on increasing the citation rates of these outputs.

3. Motivation system for other employees with the aim of supporting activities carried out within the third role:
 - Preparation of a proposal for motivating of employees included in this category – especially support for involvement in the field of Lifelong Learning (e.g. informal education)
 - Preparation of a Rector's Directive

4. Modern and motivating system of benefits:
 - Regular monitoring and evaluation of the status of the benefit programme
 - Search for new opportunities for cooperation with partner institutions
 - Extension of the offer by adding competitive and motivating benefits

6. Area: Working conditions and care for employees

Initial situation:

The general definition of care for employees is laid down in the Work Regulations. Within the care for employees, the employer:

- a) provides occupational medical services (occupational physician),
- b) provides corporate catering services at affordable prices,
- c) fulfils tasks in the field of occupational health and safety and fire prevention,
- d) creates prerequisites for recreation of employees and their family members, contributes to their self-fulfilment outside the workplace, for the development of cultural and sports activities,
- e) provides other employee benefits according to the currently concluded agreements with the employer's partner institutions.

The staff support system is based on the following tools:

- a) Flexible working hours where this is possible depending on the type of work organization
- b) A longer period of annual leave also for other employees
- c) Benefits in the form of discounts that TBU employees in Zlín can get when buying goods in selected shops and discounts on telecommunication services
- d) Use of the university-owned chalet for recreational purposes
- e) Subsidized catering in the Refectory of TBU in Zlín
- f) Pension insurance contribution paid by the employer - TBU in Zlín

It also includes the services offered by the TBU Nursery School (hereinafter referred to as "NS"), which helps parents among employees of TBU in Zlín reconcile their family and working life.

Another tool is the Counselling Centre of TBU in Zlín, which provides employees with psychological and legal advice. Employees can contact the Counselling Centre and ask for advice concerning their family, relationship, personal or somatic problems. The services provided by the Counselling Centre are available free of charge, are independent, confidential, impartial and are provided by qualified experts in both Czech and English.

Employees are also offered various educational activities, both related to classes of foreign languages or to self-development activities. However, the education system is highly fragmented and will have to be dealt with systemically.

Enforcement and assurance of gender equality is described in strategic documents, internal rules and regulations of TBU in Zlín. In accordance with the Work Regulations, the employer is obliged to consistently and permanently create favourable working conditions for the performance of work by its employees in accordance with generally binding legal regulations, in particular to ensure equal treatment of all employees, including remuneration for work and equal opportunities for achieving career advancement or another type of advancement in employment.

In 2019, the Rector's Directive on the Principles of Gender Policy at TBU in Zlín was prepared,

which, after incorporating the references into the Statute of Tomas Bata University in Zlín (hereinafter referred to as the “Statute”) and into the TBU Code of Ethics, which is part of the Statute, was issued at the beginning of 2020 as the Rector’s Directive SR/7/2020 “Principles of Equal Opportunities Policy at Tomas Bata University in Zlín”. The TBU Code of Ethics, which is a regulation binding on all employees and students, also comprises the principles of gender equality and conduct that does not allow sexual or gender-based harassment. Complaints regarding the observance of principles listed in the TBU Code of Ethics are assessed by the TBU Ethics Committee as an advisory body to the Rector. TBU in Zlín applies principles of gender diversity in selection and evaluation committees and research teams in accordance with the HR Award standards, even at those component parts that have not yet obtained this certificate. However, as regards career advancement, recruitment and selection of employees and filling of senior positions, the equal opportunities policy does not take precedence over quality and capability criteria. Gender balance in bodies of TBU in Zlín is the goal which TBU strives to achieve, but it is not always immediately achievable.

The area of gender equality is dealt with in a separate Gender Equality Plan of TBU in Zlín, including the action plan for incorporation into the internal environment of TBU in Zlín for the 2022 – 2025 period.

In recent years, the reconciliation of family and working life has been an increasingly discussed topic. The purpose of the methodology is to find possibilities of a harmonious interconnection between the family and working life, to introduce partial functional steps and procedures in relation to the institutional strategy and, thus, to join the European trend of strengthening employer-employee relations. The search for opportunities to retain the existing skilled employees with the help of innovative tools that lead to the harmonization of working, family and personal life is the aim of the methodology.

As part of reconciliation of family and working life at TBU in Zlín, it is about creating conditions for setting of a fair working environment that will allow its employees to create a relationship concept where the main role is played by the level of balance between the family and working life, or the work-life balance, where the ratio of work and life outside the work corresponds to the life priorities, needs or intentions of a particular person.

Therefore, TBU in Zlín strives to open up opportunities to reconcile family and working life for its employees, including the possibility to set individual conditions for a better use of time and for overall satisfaction of employees, thus strengthening their loyalty to the employer.

The area is focused on the development of working conditions for the work of all employees and on the creation of an environment that will enable the best possible reconciliation of family and working life in all categories of employees.

Strategic goal set in the TBU HRM Strategy	Sub-goal set in the TBU HRM Strategy	Implementation measures	Time schedule	Tool (indicator)	Person/ constituent part in charge
Strategic goal 6: Create conditions for setting a fair working environment and balancing the level of reconciliation of family and working life – work-life balance	Sub-goal 6.1: Support adequate gender policy at all levels – recruitment, filling of senior positions, equal pay	Elaborate and implement the Gender Equality Plan (GEP) at TBU in Zlín	From 2021 onwards	Gender Equality Plan at Tomas Bata University in Zlín 2022 – 2025	HRD
		Fulfil the goals set in the GEP according to the Action Plan	2022 - 2025	Report on the implementation of the GEP	HRD
	Sub-goal 6.2: Optimize conditions for the use of flexible forms of work	Revise and update the TBU Work Regulations – determine the scope of the basic and optional part of working hours at TBU in a non-discriminatory and comprehensible manner	2023	Possible update of the Work Regulations and of the Rector's Directive SR/14/2018	HRD in cooperation with the Legal Services
		Revise and update internal documents issued at the component parts of the University as regards the setting of the type of working hours at their constituent parts	2024	Possible update of internal regulations of TBU component parts	HRD in cooperation with TBU component parts and with the Legal Services
		Specify the rules and conditions for the use of part-time work in detail in internal regulations	2023	Possible update of internal regulations of TBU component parts	HRD in cooperation with the Legal Services

Description of tools:

1. Gender Equality Plan of TBU in Zlín (GEP) 2022 – 2025 - incorporation of GEP aims into the internal environment of TBU according to the schedule of the action plan.
2. Optimization of conditions for the use of flexible forms of work, revision and updating of internal regulations depending on legal options and in accordance with examples of good practice.

7. Area: Stimulating internal environment and development of corporate culture

Initial situation:

Since 2019, TBU in Zlín has been the holder of the EC HR Award, which it received within the RoKaVaV project implemented at TBU in Zlín, The EC HR Award was granted to the component part “Centre of Polymer Systems”, which is a constituent part of the University Institute, and to the Centre for Security, Information and Advanced Technologies CEBIA-Tech at the Faculty of Applied Informatics. The principles of work with human resources based on HR Award standards are introduced both in the area of recruitment, selection and adaptation of academic and research staff at TBU in Zlín, as well as in the system of their evaluation and management of their work performance and in the basic ethical standards of their behaviour in R&D&I. At present, the goal of TBU in Zlín is to extend the HR Award standards to the entire University and set the conditions for their long-term maintenance.

TBU in Zlín has adopted the TBU Code of Ethics, which is included in the internal regulation “Statute of Tomas Bata University in Zlín”, Appendix 4. The Code of Ethics defines the basic ethical principles of the University, specifying them for the field of teaching, science, arts and other creative activities, differentiates between the requirements applicable to staff and students, while the subject of this methodology comprises only ethical principles related to TBU staff. The Code defines the general principles of rules for behaviour from which the core values of the university implicitly arise. It also indicates the manner how unethical and unlawful conduct can be prevented. Thus, the Code of Ethics combines a value approach with a code of conduct for employees and has a normative, even prescriptive effect. The Code explicitly assumes the loyalty of each employee and identification with the given principles and values.

Observance of the principles listed in the Code of Ethics by employees is assessed by the Ethics Committee of TBU in Zlín, which is an advisory board established by the Rector and focusing mainly on complaints regarding violations of rules listed in the Code of Ethics and, furthermore, on ethical aspects of research projects involving human subjects.

The area is focused on the development of a stimulating environment at TBU in Zlín based on a high-quality communication inside and outside the institution. Communication is focused on basic areas of HR marketing and employer branding.

Strategic goal set in the TBU HRM Strategy	Sub-goal set in the TBU HRM Strategy	Implementation measures	Time schedule	Tool (indicator)	Person/ constituent part in charge
Strategic goal 7: Develop a stimulating environment across TBU in Zlín based on high-quality communication in and outside, determine the basic pillars of university culture with	Sub-goal 7.1: Unify HR work at all component parts of TBU in Zlín and introduce a functional HR	Build the importance of the Human Resources Development office as a partner service unit of the Rectorate for HR work at TBU	From 2021 onwards	Implementation of the tools set in the Strategy for Human Resources Development, the Methodology for Work with HR and the	HRD

effective leadership and develop employer branding	service provided centrally by the Rectorate in order to reduce the administrative and bureaucratic load in the field of HR work and increase its professional level			Gender Equality Plan (GEP)	
	Sub-goal 7.2: Set up an effective communication system in the field of work with HR – TBU communication strategy for building of employer branding	Implementation of the TBU Communication Strategy for Building of Employer Branding	2023	TBU communication strategy for building of employer branding	HRD in cooperation with the Marketing and Communications office
		Prepare and regularly update the “Kariéra UTB” website, including the creation of email addresses kariera@utb.cz and orlz@utb.cz	From 2021 onwards	Updated website, active email addresses	HRD
		Develop employer branding – building of reputation and university culture	Continuously	HR marketing tools	
	Sub-goal 7.3: Optimize and maintain a comprehensible legislative environment at TBU in Zlín	Monitor and maintain the internal rules and regulations of TBU in Zlín in such a manner that they are understandable and comprehensible to all employees of TBU in Zlín and, at the same time, comply with the valid legislation of the Czech Republic and the EU	Continuously	Internal rules and regulations	Legal Services of TBU in Zlín
	Sub-goal 7.4: Implement and maintain the conditions for obtaining and	Prepare a project aimed to obtain and maintain the EC HR Award certificate for the entire TBU	Following the announcement of the relevant Call within the OP JAC	EC HR Award Certificate	HRD

	maintaining of the HR Award at the entire TBU				
	Sub-goal 7.5: Incorporate the Methodology for Implementation of the TBU Code of Ethics in Zlín into internal regulations and processes and increase its visibility	Provide access to the TBU Code of Ethics in Zlín available as a separate text	2022	The text of the Code of Ethics is easily accessible on the TBU website	HRD
		Streamline the education of employees in matters of ethical principles, present the content of the TBU Code of Ethics in Zlín at Faculty/Rectorate meetings, meetings of departments/centres	Continuously	Communication tools - materials sent by e-mail, communication with employees - meetings with the academic community	HRD in cooperation with the Marketing and Communications office
	Sub-goal 7.6: Implement and enforce compliance with the European Charter for Researchers	Continuously monitor the progress of the implementation and compliance with the principles listed in the European Charter for Researchers	Once per year	Monitoring of compliance with indicators listed in the European Charter for Researchers	HRD

Description of tools:

1. GEP + Strategy for Human Resources Development including the Methodology for Work with Human Resources - incorporation of tools into the internal environment of TBU.
2. Communication strategy applied at TBU including the use of HR marketing tools:
 - Strengthened internal communication channels – e.g. a regular newsletter sent to employees, events for employees, communication via social networks.
3. Prepare a project aimed to obtain and maintain the EC HR Award certificate at the whole TBU:
 - Monitor the announcement of the Call in the OP JAC
 - Prepare the project aimed to obtain the HR Award
 - Sustainability in the following period
4. Implementation of the Code of Ethics of TBU in Zlín:
 - Issue the Code of Ethics as a separate document (detach it from the TBU Statute) and make it more visible to employees – post it on the TBU website.

5. Monitoring of compliance with indicators listed in the European Charter for Researchers - regular collection and evaluation of monitored data.

FINAL PROVISION

The Strategy for Human Resources Management of Tomas Bata University in Zlín was discussed at the meeting of the TBU Academic Senate held on 7 June 2022 (Resolution No. 279/12).

List of the main acronyms used:

ATS	applicant tracking system
CR	Czech Republic
HRD	Human Resources Development office at the Rectorate
DP	doctoral programme
EU	European Union
EUA	The European University Association
FLCM	Faculty of Logistics and Crisis Management
TBU GEP	Gender Equality Plan of TBU in Zlín
GEP	Gender Equality Plan
HR	Human Resources
HRA	HR administration
HRD	HR development
TBU HRM Strategy	Strategy for Human Resources Management of Tomas Bata University in Zlín
HRM	HR management
IEP	Internal Evaluation Panel of TBU in Zlín
IPN	Effective system of evaluation and funding of research, development and innovations
IS HAP	HAP information system
IS SAP	SAP information system
IS STAG	STAG information system
LL	Lifelong Learning
MC	Marketing and Communications at the Rectorate
MEYS 17+	Methodology for the Evaluation of Research Organisations and Evaluation of Programmes Aimed to Support Research, Development and Innovations

MEYS	Ministry of Education, Youth and Sports
MICHE	Monitoring Internationalization of Czech Higher Education
NAB	National Accreditation Bureau for Higher Education
OP JAC	Operational Programme “John Amos Comenius”
OP RDE	Operational Programme “Research, Development and Education”
OSHP	occupational safety and health protection
PDP	personal data protection
PO	fire prevention
R&D	Research, development and creative activities
R&D&I	Research, development and creative activities, innovation
RDIC	Research, Development and Innovation Council
RoKaVaV in	Project: Development of Capacities for Research and Development of TBU Zlín
TBU 21+ Strategy	Strategic Plan of Tomas Bata University in Zlín for the 21+ Period
TBU in Zlín/TBU	Tomas Bata University in Zlín
TBU NS	TBU Nursery School
THE	The Times Higher Education
WoS	Web of Science

Annex 1: Initial Situation in Selected Indicators for Monitoring of the Fulfilment of Target Indicators Set in the TBU 21+ Strategy for 2030

The TBU HRM Strategy is an implementing strategic document for the fulfilment of the target indicators set by TBU in Zlín and listed in the TBU 21+ Strategy. These are the basic benchmark for the assessment of the level of fulfilment of mission and vision of TBU in Zlín. The target indicators are marked in green in the tables, namely the expected progress status as of 31/12/2025 and the expected target situation as of 31/12/2030.

1. Target indicator: 10,000 students, out of which 15% will be international students

Table 1: Students in accredited degree programmes

	2018	2019	2020	Planned in 2025	Planned in 2030
Total number of students	9,408	9,226	9,397	9,850	10,000
Out of which international students	1,060	1,044	1,032	1,250	1,500
Percentage of international students (%)	11.27	11.36	10.98	12.7 %	15 %

Table 2: Students in accredited degree programmes

Academic year	2017/2018	2018/2019	2019/2020
Total number of students at TBU in Zlín	9,408	9,226	9,397
Bachelor's students	6,184	6,145	6,342
Master's students	62	100	167
Follow-up Master's students	2,707	2,563	2,464
PhD students	455	418	424

Comments/Notes: Data retrieved from from IS/STAG – active studies (always as at 31/10 of the calendar year 2017 and 2018). Data retrieved from the Amendment to the Report on Internal Evaluation of the Quality of Educational, R&D, Creative and Related Activities of Tomas Bata University in Zlín

Table 3: Number of international students

Academic year	2017/2018	2018/2019	2019/2020
Total number of international students at TBU in Zlín	1,060	1,044	1,032
International Bachelor's students	613	582	603
International Master's students	324	346	302
International PhD students	123	116	127

Comments/Notes: Data retrieved from from IS/STAG – active studies (always as at 31/10 of the calendar year 2017 and 2018). Data retrieved from the Amendment to the Report on Internal Evaluation of the Quality of Educational, R&D, Creative and Related Activities of Tomas Bata University in Zlín

Table 4: Percentage of international students in the total number of students in the academic year

Academic year	2017/2018	2018/2019	2019/2020
Percentage of international students	11.27 %	11.36 %	11.36 %

2. Target indicator 2030: Institutional accreditation granted for all key areas of education provided by TBU in Zlín

Overview of institutional accreditations granted to TBU in Zlín in compliance with the decision taken by the National Accreditation Bureau for Higher Education, Reg. No.: NAU-325/2018-11 for the field of education:

- a) Courses in economics (FaME, FMC)
- b) Chemistry (FT, UNI)
- c) Food processing (FT)
- d) Arts (FMC)

Potential for expanding of the institutional accreditation in other fields of education:

- Courses in security (FLCM, FAI)
- Informatics (FAI)
- Media and communication studies (FMC)
- Non-teacher training (FHS)
- Engineering, technology and materials (FT)

Table 5: Accredited degree programmes as at 31/12/2019

ISCED-F broad fields	Code	Bachelor's	Master's	Follow-up Master's	Doctoral	TOTAL
Education and formation	01	6	1	4	4	15
Arts and humanities	02	7	0	5	4	16
Social sciences, journalism and information	03	4	0	8	2	14
Business, administration and law	04	15	0	16	18	49
Natural sciences, mathematics and statistics	05	0	0	2	0	2
Information and communication technologies	06	13	0	12	10	35
Engineering, manufacturing and construction	07	12	0	25	36	73
Health and welfare	09	9	0	0	0	9
Services	10	4	0	3	0	7
TBU in Zlín in total	x	70	1	75	74	220

Source: Annual Activity Report of TBU in Zlín 2019

Table 6: Accredited degree programmes as at 31/12/2020

ISCED-F broad fields	Code	Bachelor's	Master's	Follow-up Master's	Doctoral	TOTAL
Education and formation	01	0	2	8	2	12
Arts and humanities	02	9	0	7	4	20
Social sciences, journalism and information	03	0	0	0	0	0
Business, administration and law	04	19	0	23	20	62
Natural sciences, mathematics and statistics	05	0	0	5	7	12
Information and communication technologies	06	7	0	6	17	30
Engineering, manufacturing and construction	07	13	0	20	30	63
Health and welfare	09	14	0	0	0	14
Services	10	12	0	6	0	18
TBU in Zlín in total	x	74	2	75	80	231

Source: Annual Activity Report of TBU in Zlín 2020

3. Target indicator planned to be fulfilled in 2030: A stable structure of academics with the percentage of Associate Professors and Professors of at least 30% and 15%, respectively. At least 15% of academics will be from abroad.

Table 7: Academics, researchers and other employees, including the percentage of Associate Professors/Professors in the total number of academics (average converted numbers)

Data as at 31 December of the relevant calendar year)	2018		2019		2020		2021		2025	
	Academic staff (percentage of the total number of academics)	Out of which foreign nationals	Academic staff (percentage of the total number of academics)	Out of which foreign nationals	Academic staff (percentage of the total number of academics)	Out of which foreign nationals	Academic staff (percentage of the total number of academics)	Out of which foreign nationals	Academic staff (percentage of the total number of academics)	Out of which foreign nationals
Professors (Percentage of the total number of academics)	38.2 (8.5 %)	9.8	36 (7.9 %)	9.32	38.8 (8.3 %)	12,4	55 (11.6 %)	20	75 (15 %)	25
Associate Professors Percentage of the total number of academics)	100 (22.2 %)	14.4	101.5 (22.3 %)	13.3	94 (20.1 %)	11,6	125 (26.3 %)	25	150 (30 %)	40
Total number of academics, out of which foreign nationals (percentage of foreign nationals in the total number of academics)	450.1	49.9 (11 %)	454.8	50.9 (11 %)	466.7	49 (10.5 %)	475	60 (12.6 %)	500	75 (15 %)
Total number of researchers	108		105.6		95		125		150	
Total number of other employees	350.1		365		373		385		400	
Total number of TBU employees	908.2		925.5		934.7		985		1,050	

Table 8: Foreign Nationals in the Academic and R&D Staff, Out of Which Their Percentage in the Total Number of Academics (Average Converted Numbers)

	2018	2019	2020
Professors	9.783	9.32	12.415
Associate Professors	14.374	13.23	11.635
Senior Lecturers	21.839	24.91	24.982
Lecturers	2.584	2.16	0
Assistant Lecturers	1.35	1.30	1
Foreign nationals in the academic staff in total	49.93	50.92	50.032
Total number of academics	450.1	454.79	466.69
Percentage of foreign nationals in the academic staff in the total number of academics	11.09	11.20	10.72

Source: Annual Activity Report of TBU in Zlín 2018, Annual Activity Report of TBU in Zlín 2019, Annual Activity Report of TBU in Zlín 2020

- 4. Target indicator planned to be fulfilled in 2030: More than 80% of academics publishing at least one scientific output of high quality, indexed in the Web of Science database (most of the outputs at the Q₁ or Q₂ level)**

Table 9: Overview of publication activity by person and percentage of the total number of academics

Data as at 31 December of the relevant calendar year	2018	2019	2020	2025	2030
Number of academics who are authors of publications at the level of the Q ₁ /Q ₂ quartile	172	220	252	330	400
Percentage of publishing academics out of the total number of academics in % (average converted number of academics)	38 %	48 %	56 %	69 %	80 %

Source: Web of Science

- 5. Target indicator: A stable ranking spot of TBU in the first half of The Times of Higher Education – World University Ranking (THE)**

Table 10: Rank held by TBU in The Times of Higher Education university ranking in the previous period – World University Rankings

	2017	2018	2019	2020	Planned in 2025	Planned in 2030
Rank held by TBU in the The Times of Higher Education ranking in the previous period – World University Rankings	801+	801+	1001+	1001+	1001+	Better than 801+

Source: <https://www.timeshighereducation.com/>

Within the evaluation of young universities, TBU in Zlín was ranked 251–300 in 2019 and 301–350 in 2020.