

Interim report

AMBIS University

1. Organisational Information

STAFF & STUDENTS	FTE (31.12.2024)
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	103,87
Of whom are international (i.e. foreign nationality) *	20,25
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	49,30
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	34,36
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	65,33
Of whom are stage R1 = in most organisations corresponding with doctoral level *	4,18
Total number of students (if relevant) *	5900
Total number of staff (including management, administrative, teaching and research staff) *	225,69
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	15 905 880
Annual organisational direct government funding (designated for research)	34 870
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	248 063
Annual funding from private, non-government sources, designated for research	23 840

ORGANISATIONAL PROFILE

The AMBIS University is a private higher education institution (HEI) operating at its Prague headquarters and a branch in Brno, currently educating more than 5,900 students. It is a non-university establishment not subdivided into faculties.

In 2023, the organizational structure of AMBIS University changed, while the number of departments was expanded from 3 to 8 and the Language Teaching Center was established. The change was prompted by the need to improve communication between the school management, departments, and individual academic and research staff, which turned out to be the right solution.

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

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

General information about AMBIS University and the national context in which it operates can be found on <https://www.ambisuniversity.com/science-research>.

2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Ethical and professional aspect (Initial Phase)

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

	<p>Dissemination, exploitation of results: Academic staff are encouraged to participate in publication activities and disseminate their research results in peer-reviewed journals and at conferences.</p> <p>Non-discrimination: The prohibition of discrimination is legally enacted in the Czech Republic. AMBIS University covers this issue in its internal regulations – not just in the Code of Ethics, but also in AMBIS University directives, such as Selection of Employees, Gender Equality Plan, and Investigation of Complaints Regarding Sexualized Violence or Sexual Harassment, the latter regulation allowing both staff and students to contact the college ombudsman if they suspect such behaviour. As an integral component of the academic environment, the inadmissibility of any discrimination is unconditionally observed, as evidenced by the outcomes of regular questionnaire surveys.</p> <p>Evaluation: AMBIS University conducts evaluations according to the 17+ Methodology, comparing the results with those of other HEIs. Employee evaluation is based on the AMBIS University regulations, the directive CVP-Pers-10 defining minimum science and research requirements for professionally oriented study programmes. Systematic assessment of the educational and teaching environment and activities is carried out via regular student surveys.</p> <p><u>Weaknesses:</u></p> <p>Ethical principles: There is no specialized body to deal with violations of the Code of Ethics by employees, unlike students, whose possible offenses are discussed by the Disciplinary Commission established for this purpose. Guidelines are missing that would explicitly define the mechanisms for checking qualification theses, detecting plagiarism that may occur even when checking is carried out.</p> <p>Contractual and legal obligations: Basic directives and regulations are not available in English. There is no coordinated systematic procedure for updating the list of internal regulations employees are introduced to during onboarding.</p> <p>Good practice: There is no college-wide formalized feedback</p>
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	<p>system for employee knowledge management. University staff are not properly trained in data storage and security, some of them not being versed enough in particular regulations.</p> <p>Dissemination, exploitation of results: There is low awareness among academic staff members about the results achieved by AMBIS University in research. Also, the popularization of the outcomes not being developed strategically, the process of informing the general public about the findings is not captured by internal directives and strategic documents.</p> <p>Non-discrimination: The principle of non-discrimination is not elaborated in detail in the Code of Ethics, internal regulations not describing the method of filing and handling complaints.</p> <p>Evaluation: Academic staff members are evaluated by their department heads and other superiors, but the regular annual assessment cycle is not always maintained. There is no career ladder to follow. The results of student questionnaire surveys are not presented outside the respective departments.</p>
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Ethical and professional aspect (Interim Assessment)

	Strengths and Weaknesses
Ethical and professional aspects*	<p><u>Strengths:</u></p> <p>Research freedom: The freedom of research, guaranteed by the Higher Education Act, is enshrined in basic AMBIS University documents, i.e. the Statutes, Code of Ethics, and 2021–2030 Strategic Plan. AMBIS University directs the scientific research activities of academic staff and students to study-programme-related areas without restricting them in any way.</p> <p>Ethical principles: The ethical principles binding on all employees and students are based on the updated Code of Ethics and permeate all other internal guidelines. An Ethics Committee has been established. Research ethics are overseen by the Research Ethics Committee. The vast majority of employees and students have adopted the ethical principles and adhere to them in their activities.</p> <p>Professional responsibility: AMBIS University incorporates the rules of professional responsibility into its internal regulations</p>

	<p>(Code of Ethics; Work Rules; Principles of Preparation, Approval, Submission, Implementation, and Control of Research Projects; Planning, Registration and Distribution of Publications). The regulations are available to all employees to get familiar and comply with them.</p> <p>Contractual and legal obligations: Legal and contractual job obligations are strictly observed, labour regulations being part of the onboarding process, their compliance supervised by senior AMBIS University staff.</p> <p>Good practice: All AMBIS University activities are pursued in line with the applicable legislation (e.g. on health and safety at work, fire protection, personal data protection). AMBIS University reliably provides employee training (see the bracket above) and education, each department operating its own feedback knowledge management system.</p> <p>Dissemination, exploitation of results: Academic staff are encouraged to participate in publication activities and disseminate their research results in peer-reviewed journals and at conferences.</p> <p>Non-discrimination: The prohibition of discrimination is legally enacted in the Czech Republic. AMBIS University covers this issue in its internal regulations – not just in the Code of Ethics, but also in other AMBIS University directives, the latter regulation allowing both staff and students to contact the college ombudsman if they suspect such behaviour. As an integral component of the academic environment, the inadmissibility of any discrimination is unconditionally observed, as evidenced by the outcomes of regular questionnaire surveys.</p> <p>Evaluation: AMBIS University conducts evaluations according to the 17+ Methodology, comparing the results with those of other HEIs. Employee evaluation is based on the AMBIS University regulations, the directive CVP-Pers-10 defining minimum science and research requirements for professionally oriented study programmes. Systematic assessment of the educational and teaching environment and activities is carried out via regular student surveys.</p>
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	<p><u>Weaknesses:</u></p> <p>Ethical principles: Directives are missing that would explicitly define the mechanisms for checking qualification theses, detecting plagiarism that may occur even when checking is carried out.</p> <p>Contractual and legal obligations: There is no coordinated systematic procedure for updating the list of internal regulations employees are introduced to during onboarding.</p> <p>Good practice: There is no formalized knowledge management system within the entire university, nor are employees trained in data storage and security. There are a large number of regulations and guidelines that some employees find difficult to navigate.</p> <p>Non-discrimination: No internal regulation describes the method of submitting and resolving complaints.</p> <p>Evaluation: Academic staff members are evaluated by their department heads and other superiors, but the regular annual assessment cycle is not always maintained.</p>
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Recruitment and selection (Initial Phase)

<p>Recruitment and selection</p>	<p><u>Strengths:</u></p> <p>Recruitment: For recruitment procedures, AMBIS University has drawn up an internal directive, which is strictly followed. Even though it does not have an OTM-R policy in place, its principles are applied. The recruitment results are available on AMBIS University public websites (https://www.ambis.cz/kariera).</p> <p>Selection: The candidate selection process is subject to a set procedure that is consistent across the entire institution. It is open, transparent, and fair, fully adhering to the principles of non-discrimination. Templates of qualification requirements are created for individual academic positions, so that the HR department can make a qualified pre-selection among applicants.</p> <p>Transparency: Vacancies are offered transparently, the starting</p>
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	<p>point for their publication being at https://www.ambis.cz/kariera. All the necessary information is available in each job offer.</p> <p>Judging merit: Pre-established specific criteria are applied to candidates for a given position; their fulfilment being objectively assessed. For academic staff, qualifications, research results and publications, skills and practical knowledge in the required field are taken into particular account, foreign experience being an advantage.</p> <p>Recognition of qualifications: The recognition of qualifications is based on legal norms, i.e. Act No. 111/1998 Coll. on HEIs, and the Convention on the Recognition of Qualifications concerning Higher Education in the European Region (Lisbon Recognition Convention). The recognition of foreigners' qualifications is regulated by the decree of the Ministry of Education and Culture. Qualification requirements for the position offered are laid down in the advertisement, their fulfilment being objectively assessed by the selection committee.</p> <p>Seniority: The criterion of the length of work experience is applied during the selection process in the context of other indicators relevant to the position. AMBIS University academic staff are motivated to enhance their personal qualities and pass on their knowledge and pedagogical skills to new colleagues, professional seniority being highly valued.</p> <p><u>Weaknesses:</u></p> <p>Recruitment: AMBIS University has not adopted the OTM-R policy or the career code yet, the principles of the ethical code not being explicitly incorporated into the recruitment guidelines. Vacancy offers do not have a uniform form, the staff not being familiar enough with the procedure for selecting a new employee.</p> <p>Selection: AMBIS University does not explicitly pursue the OTM-R policy, although its principles are generally followed. The directive for the selection of employees lacks a procedure for establishing the criteria, the conditions for the appointment of selection committees not being sufficiently described (e.g. the gender principle is not embedded at all).</p>
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	<p>Transparency: The method of advertising job vacancies is not sufficiently promoted among current employees. The recruitment regulations only state the obligation to send an informational email, while feedback for job seekers is not formally enshrined.</p> <p>Judging merit: AMBIS University regulations do not describe the merit assessment methodology, the applicant's results, however, being properly evaluated by the selection committee.</p> <p>Variations in the chronological order of CVs: The OTM-R policy not having been implemented, AMBIS University nonetheless adheres to its principles. The directive on employee selection lacks a clause that a career break mentioned in the CV (e.g. maternity leave) does not affect the candidate's assessment during the selection process.</p> <p>Recognition of mobility experience: The requirement for experience with mobility stays as a selection criterion, or as a positive factor in standard employee evaluation, is not specified in any AMBIS University directive.</p> <p>Seniority: The internal regulations of AMBIS University do not anchor the system of knowledge management and transfer.</p>
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Recruitment and selection (Interim Assessment)

Recruitment and selection	<p><u>Strengths:</u></p> <p>Recruitment: An internal directive (OTM-R policy) for selection procedures has been developed and is being adhered to. The recruitment results are available on AMBIS University public websites (https://www.ambis.cz/kariera).</p> <p>Selection: The candidate selection process is subject to a set procedure that is consistent across the entire institution. It is open, transparent, and fair, fully adhering to the principles of non-discrimination. Templates of qualification requirements are created for individual academic positions, so that the HR department can make a qualified pre-selection among applicants.</p> <p>Transparency: Vacancies are offered transparently, the starting</p>
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	<p>point for their publication being at https://www.ambis.cz/kariera. All the necessary information is available in each job offer.</p> <p>Judging merit: Pre-established specific criteria are applied to candidates for a given position; their fulfilment being objectively assessed. For academic staff, qualifications, research results and publications, skills and practical knowledge in the required field are taken into particular account, foreign experience being an advantage.</p> <p>Recognition of qualifications: The recognition of qualifications is based on legal norms, i.e. Act No. 111/1998 Coll. on HEIs, and the Convention on the Recognition of Qualifications concerning Higher Education in the European Region (Lisbon Recognition Convention). The recognition of foreigners' qualifications is regulated by the decree of the Ministry of Education and Culture. Qualification requirements for the position offered are laid down in the advertisement, their fulfilment being objectively assessed by the selection committee.</p> <p>Seniority: The criterion of the length of work experience is applied during the selection process in the context of other indicators relevant to the position. AMBIS University academic staff are motivated to enhance their personal qualities and pass on their knowledge and pedagogical skills to new colleagues, professional seniority being highly valued.</p> <p><u>Weaknesses:</u></p> <p>Seniority: The internal regulations of AMBIS University do not anchor the system of knowledge management and transfer. A centralized knowledge management system has not yet been created.</p>
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Working condition (Initial Phase)

Working conditions*	<p><u>Strengths:</u></p> <p>Recognition of the profession: Recognition of the professions of all employees, including researchers, regardless of their job title,</p>
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	<p>is common practice at AMBIS University. Given that scientific and research work is one of the most important aspects of the college's operation, the role of academic and research staff is essential. This principle is also embodied in the AMBIS University Code of Ethics.</p> <p>Research environment: AMBIS University systematically improves the academic environment, providing appropriate ICT equipment and access to information resources.</p> <p>Working conditions: AMBIS University continuously enhances the working conditions and supports personal and professional development of academic staff. It offers benefits such as flexible working hours, language training and creative sabbaticals. It also fosters active participation in conferences and gives advice on submitting grant applications. AMBIS University makes it possible to work part-time or adjust the working hours (e.g. after returning from maternity or parental leave).</p> <p>Funding and salaries: Being applied fairly to all AMBIS University employees, the remuneration system is governed by internal college regulations. Academic staff in particular are encouraged to apply for external research grants, receiving maximum support.</p> <p>Gender balance: AMBIS University respects the equal rights of employees regardless of their gender, equitably distributing professional opportunities between male and female staff members. Equal access to information, resources, training, and development is guaranteed. During recruitment, objectively measurable prerequisites for the performance of a given academic position (qualifications, publications, research results, etc.) are primarily considered.</p> <p>Career development: AMBIS University promotes the development of employees' knowledge and skills through its in-house training activities, supporting external education as well. University staff are encouraged to actively search for educational, publishing and research opportunities. A novice academic staff member is assigned a mentor in accordance with the onboarding process to assist them in gaining teaching experience.</p>
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	<p>Intellectual property rights: The principle of respect for intellectual property rights is based on valid national legislation. It is embodied in the AMBIS Code of Ethics, permeating all relevant guideline regulations. Due attention is paid to the prevention of plagiarism, the final qualification theses being subject to strict control; the degree of possible content compliance with other documents is checked by the Theses system developed by Masaryk University.</p> <p>Co-authorship: The concept of co-authorship is generally enshrined in the AMBIS Code of Ethics and specified in other internal documents, e.g. in CVP-Pers-10 Minimum requirements in the field of science and research for professionally oriented study programmes or CVP-Pers-11 Remuneration of academic staff's publication activities. AMBIS academic staff are encouraged to participate in co-authored projects.</p> <p>Teaching: Pedagogical activities are an integral part of the operation of AMBIS University as an institution of higher education. The vice-rectorates for studies and pedagogical activities hold webinars focused on the development of teaching skills. The management ensures even workloads for individual staff members, allowing them to split their working hours between preparation and teaching, diploma theses management, and their own research and other creative activities.</p> <p>Participation in decision-making bodies: Academic staff participate in decision-making at all levels. They are members of the AMBIS Academic Council, Study Programme Councils, Internal Evaluation Council, and Disciplinary Committee. They are appointed according to the required expertise to recruitment boards during the selection procedures for academic positions.</p> <p><u>Weaknesses:</u></p> <p>Research environment, working conditions: The creation of a supportive working and research environment is hampered by the fact that, as a private HEI, AMBIS University is dependent on a limited range of financial resources, not drawing on public funds.</p>
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	<p>Stability and permanence of employment: AMBIS University does not have a career code, which is the biggest weakness affecting the stability of employment.</p> <p>Gender balance: Although the gender principle is embedded both in the AMBIS Code of Ethics and in other internal standards, the equal opportunities policy and gender balance does not reach the desired level, as over ten percent of employees (according to a survey) believe.</p> <p>Career development: AMBIS University lacks a career code which would include career advancement conditions for all categories of employees. The mentoring process is not described in internal regulations.</p> <p>Value of mobility: None of the directive guidelines or methodological instructions mention requirements for mobility experience as one of the evaluation criteria.</p> <p>Access to career guidance: The career counselling system is not currently formalised at AMBIS University. Individual staff members (heads of HR or science and research departments in particular) provide advice to those interested, but comprehensive systematic assistance is missing.</p> <p>Co-authorship: The concept of co-authorship is not clearly described in any of the internal directives.</p> <p>Teaching: There are no career rules giving due consideration to academic staff's teaching activities. Interactive education guidelines (e-learning platforms) do not contain all the required information and links to relevant regulations.</p> <p>Complaints/Appeals: Currently, there are no internal AMBIS regulations describing the process of lodging and resolving complaints by either students or college staff. An ethics commission is not established.</p>
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Working condition (Interim Assessment)

Working conditions*	<p><u>Strengths:</u></p> <p>Recognition of the profession: Recognition of the professions of all employees, including researchers, regardless of their job title, is common practice at AMBIS University. Given that scientific and research work is one of the most important aspects of the college's operation, the role of academic and research staff is essential. This principle is also embodied in the Code of Ethics.</p> <p>Research environment: AMBIS University systematically improves the academic environment, providing appropriate ICT equipment and access to information resources.</p> <p>Working conditions: AMBIS University continuously enhances the working conditions and supports personal and professional development of academic staff. It offers benefits such as flexible working hours, language training and creative sabbaticals. It also fosters active participation in conferences and gives advice on submitting grant applications.</p> <p>Funding and salaries: Being applied fairly to all AMBIS employees, the remuneration system is governed by internal college regulations. Academic staff in particular are encouraged to apply for external research grants, receiving maximum support.</p> <p>Gender balance: AMBIS University respects the equal rights of employees regardless of their gender, equitably distributing professional opportunities between male and female staff members. Equal access to information, resources, training, and development is guaranteed. During recruitment, objectively measurable prerequisites for the performance of a given academic position (qualifications, publications, research results, etc.) are primarily considered.</p> <p>Career development: A Career Code has been developed for academic and non-academic staff. AMBIS University promotes the development of employees' knowledge and skills through its in-house training activities, supporting external education as well. University staff are encouraged to actively search for educational, publishing and research opportunities. A novice</p>
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	<p>academic staff member is assigned a mentor in accordance with the onboarding process to assist them in gaining teaching experience.</p> <p>Intellectual property rights: The principle of respect for intellectual property rights is based on valid national legislation. It is embodied in the Code of Ethics, permeating all relevant guideline regulations. Due attention is paid to the prevention of plagiarism, the final qualification theses being subject to strict control; the degree of possible content compliance with other documents is checked by the Theses system developed by Masaryk University.</p> <p>Co-authorship: The concept of co-authorship is generally enshrined in the Code of Ethics and specified in other internal documents. Academic staff are encouraged to participate in co-authored projects.</p> <p>Teaching: Pedagogical activities are an integral part of the operation of AMBIS University as an institution of higher education. The vice-rectorates for studies and pedagogical affairs hold webinars focused on the development of teaching skills. The management ensures even workloads for individual staff members, allowing them to split their working hours between preparation and teaching, diploma theses management, and their own research and other creative activities. Part of the teaching also includes involving students in scientific research activities.</p> <p>Participation in decision-making bodies: Academic staff participate in decision-making at all levels. They are members of the AMBIS University Academic Council, Study Programme Councils, Internal Evaluation Council, and Disciplinary Committee. They are appointed according to the required expertise to recruitment boards during the selection procedures for academic positions.</p> <p><u>Weaknesses:</u></p> <p>Research environment, working conditions: The creation of a supportive working and research environment is hampered by the fact that, as a private HEI, AMBIS University is dependent on a limited range of financial resources, not drawing on public funds.</p>
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	<p>Gender balance: Although the gender principle is embedded both in the Code of Ethics and in other internal standards, the equal opportunities policy and gender balance does not reach the desired level, as over eight percent of employees (according to a survey) believe.</p> <p>Access to career guidance: The career counselling system is not currently formalised. Individual staff members (heads of HR or science and research departments in particular) provide advice to those interested, but comprehensive systematic assistance is missing.</p> <p>Co-authorship: The concept of co-authorship is not clearly described in any of the internal directives.</p> <p>Complaints/Appeals: Currently, there are no internal regulations describing the process of lodging and resolving complaints by either students or college staff.</p>
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Training and Development (Initial Phase)

Training and development*	<p><u>Strengths:</u></p> <p>Relation with supervisors: The duties of senior staff are dealt with in the Work Rules directive. Almost 90 percent of survey respondents report that they are satisfied with relations to their superiors.</p> <p>Continuing Professional Development: The Code of Ethics, Work Rules and other internal documents declare the need for continuous development of academic and scientific staff. More experienced workers share their knowledge and skills with their novice colleagues.</p> <p>Access to research training and continuous development: AMBIS University supports the training of its staff in their respective fields of competence, both through in-house and external courses. It motivates novice academics to get a scientific degree and pursue the habilitation degree.</p> <p><u>Weaknesses:</u></p>
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	<p>Continuing Professional Development: Not only the career rules, but ongoing recording of employee education and a system for informing staff about training opportunities is also missing.</p> <p>Access to research training and continuous development: Knowledge management methodology is missing.</p> <p>Supervision: The definition of the mentor's role in supervision is not provided.</p>
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Training and Development (Interim Assessment)

Training and development*	<p><u>Strengths:</u></p> <p>Relation with supervisors: The duties of senior staff are dealt with in the Work Rules directive. Almost 96 percent of survey respondents report that they are satisfied with relations to their superiors.</p> <p>Continuing Professional Development: The Code of Ethics, Career Code, Work Rules and other internal documents declare the need for continuous development of academic and scientific staff. More experienced workers share their knowledge and skills with their novice colleagues.</p> <p>Access to research training and continuous development: AMBIS University supports the training of its staff in their respective fields of competence, both through in-house and external courses. It motivates novice academics to get a scientific degree and pursue the habilitation degree.</p> <p><u>Weaknesses</u></p> <p>Continuing Professional Development: There is a lack of systematic records of employee training and a system for informing employees about training opportunities.</p> <p>Access to research training and continuous development: Knowledge management methodology is missing.</p> <p>Supervision: The definition of the mentor's role in supervision is not provided.</p>
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Have any of the priorities for the short- and medium term changed? (max 500 words)

There have been no changes in priorities in the short or medium term. The priorities of the HRS4R action plan and maintaining the HR AWARD certificate are part of the school's strategic plan for the period 2021–2030.

New topics such as sustainable development, equal opportunities and social security are emphasized among the priorities. In the monitored period, the activities of the AMBIS University Ombudsman continued in the area of investigating complaints regarding sexualized violence and sexual harassment.

In connection with the merger of our university with Jan Amos Komenský University Prague., which took place in 2023, there was a need to unify the corporate culture with newly arrived employees so that the priorities in the monitored areas could be further fulfilled.

The third role of AMBIS University, such as popularizing the results of science and research, their transfer into practice, and cooperation with the municipality and the private business sector, is also an important priority.

Further education and personal development of academic and non-academic staff, not only in pedagogical skills, remains a priority. Therefore, this agenda remains among the tasks addressed in the Action Plan for the next period.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

In the monitored period, no fundamental circumstances that would have a significant impact on the monitored area changed. More flexible working conditions, remote work or flexible working hours were set up.

In 2023, an amendment to the Labor Code was adopted in the Czech Republic, which also implements the European directive on work-life balance.

The development of human resources is also affected by new security measures at universities, which were implemented based on the assessment of the impacts of the tragic event at the Faculty of Arts of Charles University, which occurred at the end of 2023.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

In the spring of 2025, an amendment to the Higher Education Act was adopted, which in the area of human resources will primarily affect the doctoral study, for which AMBIS University is currently applying for accreditation. The amendment to this fundamental act has necessitated the updating of most internal regulations and other legal acts, on which we are now working intensively.

In 2025, the Methodology for the Evaluation of Research Organizations 2025+ was also prepared and announced, which will replace the previously used Methodology 17+, according to which research organizations, including our school, were evaluated. The new methodology may also affect human resources planning.

Strategic decisions may also be influenced by the upcoming amendment to Act No. 130/2002 Coll., the Act on the Support of Research and Development from Public Funds, which will have an impact on the activities of our university.

3. Actions

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

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

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

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

<p>responsibility,</p> <ul style="list-style-type: none"> ○ freedom of research, ○ the emphasis on ethical issues in research, ○ co-authorship, ○ the description of the responsible management of funds. <p>As part of the code update, the procedure for detecting the content matching in final (qualification) theses will be described.</p> <p>After the update is completed, an information campaign on the changes made will be launched.</p> <p>Links to the relevant document web pages - https://www.ambis.cz/files/eticky-kodex.pdf (Code of Ethic Ambis University).</p>											number of activities).
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Current Status	Remarks
Completed	<p>Based on extensive consultations with employees and students, the Code of Ethics of AMBIS University was updated to reflect current ethical requirements in the university environment. The Code of Ethics also includes the establishment of the Ethics Committee of AMBIS University.</p> <p>The directives CVP-P-12 Code of Ethics and CVP-P-13 Rules of the Ethics Committee were created. The Code of Ethics</p>

	<p>was regularly discussed at management meetings, meetings of departments and other departments, and at meetings of the Student Council. All employees were familiarized with the Code of Ethics, and, with the help of the Student Council, its principles are disseminated among students.</p> <p>In connection with the update of the Theses plagiarism detection system, webinars on its use were held.</p>
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2. OTM-R Policy Introduction of the OTM-R policy: <ul style="list-style-type: none"> • design of the AMBIS University OTM-R policy in the form of a central internal regulation describing an open transparent selection process, • creation of forms (templates) for proper implementation of the OTM-R policy. 	12, 13, 14, 15, 16, 17, 18, 19, 20, 37								responsible person: HR manager co-workers: Heads of departments Manager of the quality management department	<ul style="list-style-type: none"> • Newly developed OTM-R policy. • Newly created forms (templates) for proper implementation of the OTM-R policy. • Detailed HR planning processes, announcement of job offers and selection of new employees according to ISO 9001 quality management system. • Information campaign on the newly adopted OTM-R policy (number of activities). •
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Current Status	Remarks
Completed	<p>Under the leadership of the HR Director, a new OTM-R policy was developed, including the necessary forms and methodological materials.</p> <p>This OTM-R policy was discussed with the heads of individual departments and other departments with the aim of its unconditional compliance.</p> <p>The principles of the OTM-R policy are adhered to during selection procedures and throughout the recruitment process by the HR department and all other employees involved in it.</p>

<p>3. INTERNAL REGULATIONS</p> <p>Analysis of the structure of internal regulations and the creation of a new coherent and clear structure so that even new staff can orient themselves in it:</p> <ul style="list-style-type: none"> • assessment of existing internal rules, • description of the existing structure, • restructuring proposal, • implementation of restructuring. <p>After establishing a new structure of internal rules, they will be updated accordingly.</p> <p>Links to the relevant document web https://www.ambisuniversity.com/internal-regulations-sr, https://www.ambis.cz/vnitrni-a-dalsi-predpisy, https://www.ambisuniversity.com/regulations-and-guidelines (Internal directives).</p>	<p>4, 5, 6, 7, 8, 9, 11, 12, 13, 14, 15, 16, 17, 18, 20, 25, 27, 28, 29, 32, 34, 37, 40</p>											<p>responsible person: Manager of the quality management department</p> <p>co-workers: Heads of departments Vice-rector for studies Vice-rector for accreditation and quality of studies Vice-rector for science and research</p>	<ul style="list-style-type: none"> • Current structure analysis of internal regulations. • Design of a new structure of internal regulations. • Updated internal regulations (their number).
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Current Status	Remarks
In Progress	<p>An analysis of internal regulations was carried out; their topicality and interdependencies were checked. Based on this analysis, it was decided not to change the current structure and division (CVP central internal regulation - VP internal regulation - OP measures - R decisions), but the responsibility for individual internal regulations was specified for specific vice-rectors or heads of departments.</p> <p>Internal regulations and other internal legal acts were continuously updated. If a new regulation is issued or the original regulation is amended, its translation into English is always published, if relevant.</p> <p>Since Act No. 111/1998 Coll. on higher education institutions and on amendments and supplements to other acts (the Higher Education Act) was amended in 2025, which also adjusted the requirements for the content of internal regulations and other internal legal acts at higher education institutions, the regulations will be updated continuously.</p>

4. CAREER CODE Creation of a career code describing the procedures for supporting the personal development and career growth of AMBIS University employees: <ul style="list-style-type: none"> • Selection of employees • development of working conditions • training support • support for employee retention • merit assessment • career counselling • evaluation system including descriptions of assessment 	11, 12, 22, 23, 24, 25, 26, 28, 29, 30, 33, 37, 38, 39,								responsible person: HR manager co-workers: Heads of departments Vice-rector for science and research Manager of the quality management department	<ul style="list-style-type: none"> • New Career Code. • Updated internal regulations (number of regulations) • Information campaign on the Career Code and its impact on employees (number of activities)
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criteria

Application of the Career Code principles to relevant guideline regulations (with regard to activity 3), in particular:

- CVP-Pers-02 Staff selection
- CVP-GR-01 Work rules
- CVP-GR-02 Staff remuneration
- CVP-GR-03 Employee ratings
- CVP-Pers-10 Minimum science and research requirements for career-oriented study programmes
- CVP-Pers-11 Remuneration of academic staff's publishing activities

Links to the relevant document web
<https://www.ambisuniversity.com/internal-regulations-sr>,
<https://www.ambisuniversity.com/regulations-and-guidelines> (Internal directives).

Completed

Under the leadership of the HR Director and in cooperation with the relevant Vice-Rectors and Heads of Departments, a draft of the Career Code was created. Based on extensive discussions, it was decided to divide the Career Code into two guidelines – the first for academic staff and the second for non-academic staff. This division was necessary

	<p>because the requirements and expectations for career and personal growth for these two groups are significantly different.</p> <p>The principles and requirements of the Career Code were discussed with relevant stakeholders – academic and non-academic staff, heads of departments and other departments. The Career Code was published in the document repository so that employees could familiarize themselves with it at any time. The principles of the Career Code are also introduced to new employees both during recruitment and during onboarding.</p>
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5. CAREER COUNSELLING <ul style="list-style-type: none"> • Creation of a comprehensive career guidance system • information campaign on career guidance opportunities at AMBIS University 	22,28, 30									responsible person: HR manager co-workers: Heads of departments Vice-rector for science and research	<ul style="list-style-type: none"> • Information campaign on career guidance opportunities (number of activities). • Career counselling consultations (number of consultations).
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Current Status	Remarks
In Progress	<p>Career guidance is a never-ending process, so its fulfilment cannot be evaluated. In connection with the preparation of the Career Code, the options that they would expect in the area of career guidance were discussed with the relevant employees, and these requirements were incorporated into the Career Code. The information campaign is ongoing, starting from the recruitment process, in the onboarding process, at meetings of individual departments or at meetings of the school management.</p> <p>Any employee can ask the HR director for consultations on the possibilities of their career growth, and these consultations then take place on agreed dates.</p> <p>However, it can be stated that there is not much interest among employees in consultations focused on the area of career growth.</p>

<p>6. EDUCATION</p> <p>Improvement of the quality of staff training as a tool for the development of employees:</p> <ul style="list-style-type: none"> • creation of a standard offer of (in-house and external) training activities, • creation of a system for recording of the participation in training events, • staffing of the training system, • linking training and assessment systems, • relevant internal directives update. <p>Links to the relevant document web pages - https://www.ambisuniversity.com/internal-regulations-sr, https://www.ambisuniversity.com/regulations-and-guidelines (Internal directives).</p>	<p>36, 37, 38, 39</p>									<p>responsible person: HR manager</p> <p>co-workers: Vice-rector for science and research Vice-rector for pedagogical activities Manager of the quality management department</p>	<ul style="list-style-type: none"> • New offer of educational activities. • Training record system. • Updated internal guidelines (number of regulations). • Training activities performed (number of activities). • Participants in training activities (number of participants).
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Current Status	Remarks
In progress	<p>AMBIS University fully supports the professional and personal growth of its employees, and the approach to their education is also consistent with this.</p> <p>The school itself organizes a number of educational activities, mainly in the form of webinars. The reason is better access for employees (especially academic staff) from both branches - Prague and Brno.</p> <p>Educational opportunities were enshrined in CVP-P-14 Career Rules for Academic Staff, CVP-P-15 Career Rules for Non-Academic Staff and in the CVP-Pers-04 Employee Benefits directive, other directives did not need to be amended.</p> <p>The records of implemented educational activities are the responsibility of the personnel department, which carries them out for all school employees.</p> <p>The offer of educational activities exists, but is not centralized, a unified portal for this offer has not yet been created. This task is ongoing, and it is necessary to find the optimal form and implementation.</p>

7. ONBOARDNIG Development of the onboarding system according to the implemented processes: <ul style="list-style-type: none"> • implementation of introductory trainings (ethical aspects, intellectual property, internal regulations system, career planning and development), • update of the list of internal regulations new employees must familiarise with. • development of mentoring – embedding the mentor position in internal regulations, creating a mentor support system. 	3, 4, 5, 7, 11, 20, 23, 28, 36, 37, 40									responsible person: HR manager co-workers: Vice-rector for science and research Vice-rector for pedagogical activities Heads of departments Manager of the quality management department	<ul style="list-style-type: none"> • Internal regulation defining mentor's role is created or modified. • Updated handbook for new employees. • New system of training activities for new employees. • Updated list of regulations a newly hired employee must become familiar with. • Staff implementing onboarding (number of authorised persons), • Employees undergoing onboarding (number of persons).
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Links to the relevant document web pages - https://www.ambisuniversity.com/internal-regulations-sr , https://www.ambisuniversity.com/regulations-and-guidelines (Internal directives).											<ul style="list-style-type: none"> Onboarding training activities implemented (number of activities).
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Current Status	Remarks
In progress	<p>The onboarding process takes place in accordance with the established principles set out in the internal legal acts of AMBIS University (primarily CVP-Pers-13 OTM-R Policy, CVP-Pers-03 Employee Education, CVP-Pers-10 Minimum Requirements in the Field of Science and Research for Implemented Study Programs, CVP-Pers-11 Remuneration of Academic Staff Publication Activities, CVP-Pers-14 Career Rules for Academic Staff, CVP-Pers-15 Career Rules for Non-Academic Staff).</p> <p>A handbook is regularly updated for new employees, which contains the most important information about the school, including information on the regulations that a new employee must familiarize themselves with and their location.</p> <p>New employees (as well as existing employees) have an interactive curriculum available - methodological material in which they will find a large amount of information necessary for their work.</p> <p>The description of the onboarding process includes mandatory educational activities for a newly joining academic staff, and the course of this process is continuously monitored by the mentor, the head of the department, the relevant vice-rector and the HR director.</p> <p>Based on consultations with the vice-rector for strategy and development and the heads of departments, it was decided that there was no need to create an internal regulation describing the activities of the mentor, but that it</p>

would be sufficient to create methodological material. However, this methodological material has not yet been created, so the task is ongoing.

<p>8. EVALUATION, SELF-ASSESSMENT</p> <p>Revision of the staff appraisal system and its updating in accordance with ISO 9001 processes:</p> <ul style="list-style-type: none"> • good-practice-based adjustment of the appraisal system, applying the relevant principles of the Charter and the Code (merit assessment, mobility, etc.), • update of the guidelines relevant to employee evaluation (in particular CVP-GŘ-03 Employee ratings, and CVP-Pers-10 Minimum science and research requirements for career-oriented study programmes) in relation to the newly established Career Code, • linking evaluation and training systems, • employee self-evaluation and supervisor feedback as an integral part of the assessment process. 	<p>11, 26, 29, 36, 37, 38</p>									<p>responsible person: HR manager</p> <p>co-workers: Vice-rector for science and research Vice-rector for pedagogical activities Vice-rector for accreditation and quality of studies Heads of departments Manager of the quality management department</p>	<ul style="list-style-type: none"> • Modified evaluation process and its description. • Modified internal guidelines (number of guidelines). • Employees who have been evaluated (number of persons).
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[illegible]

Current Status	Remarks
In progress	<p>The evaluation and self-evaluation process is a continuous process, so it cannot be declared completed.</p> <p>The actual evaluation process is enshrined in the internal legal acts of AMBIS University (primarily CVP-Pers-13 OTM-R policy, CVP-Pers-10 Minimum requirements in the field of science and research for implemented study programs, CVP-Pers-11 Remuneration of academic staff for publication activities, CVP-Pers-14 Career rules for academic staff, CVP-Pers-15 Career rules for non-academic staff and in the Quality Manual according to ISO 9001).</p> <p>These documents enshrine the frequency and method of evaluation of individual employees - regular evaluations take place in the form of a controlled interview with a senior employee. Other regular evaluations take place between the employee and the HR director. Each interview / evaluation includes the employee's self-evaluation, evaluation by a senior employee or HR director and a proposal for further measures for the activities of this employee. The evaluation results in the possibility of rewards, career advancement or, conversely, instructions for improvement.</p> <p>Forms are prepared for these evaluations according to ISO 9001 requirements.</p>

<p>9. COMPLAINTS</p> <p>Establishment of a transparent system for the submission and handling of complaints:</p> <ul style="list-style-type: none"> • creation of an internal directive describing the system for filing, recording, and resolving complaints, including feedback from the complainant, • informing staff about the system set-up. <p>Links to the relevant document web pages - https://www.ambis.cz/files/eticky-kodex.pdf (Code of Ethic Ambis University).</p>	10, 34									<p>responsible person: Manager of the quality management department</p> <p>co-workers: Rector HR manager Heads of departments</p>	<ul style="list-style-type: none"> • New internal regulation covering the given area. • Complaints lodged and resolved (number of complaints).
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Current Status	Remarks
In progress	<p>No special internal directives have been created yet regarding the handling of complaints from both employees and students.</p> <p>The procedures are included in some other guidelines, such as CVP-P-12 Code of Ethics, CVP-P-13 Ethics Committee, CVP-P-09 Investigation of complaints regarding sexualized violence or sexual harassment, CVP-P-11 Whistleblower protection. The system for submitting (non)anonymous complaints "Say It" was launched and the Board of Directors' decision set out the procedure for handling these complaints.</p>

The task of creating a separate guideline regarding the submission and handling of complaints is ongoing.

<p>10. MOBILITY Support and development of international mobilities as part of employees' career growth:</p> <ul style="list-style-type: none"> • creation of conditions for the implementation of mobilities, • update of the internal mobility directive, • anchoring mobility experience as one of the criteria for staff appraisal, • adding information on mobility to interactive science and research guidelines. <p>Links to the relevant document web pages - https://www.ambisuniversity.com/internal-regulations-sr, https://www.ambis.cz/vnitrni-a-dalsi-predpisy, https://www.ambisuniversity.com/regulations-and-guidelines (Internal directives), https://is.ambis.cz/auth/do/ambis/2083242/adaptacni_proces_pro_nove_akademiky/veda-a-vyzkum.qwarp</p>	11, 18, 23, 29									<p>responsible person: HR manager</p> <p>co-workers: Head of departments Vice-rector for international relations Vice-rector for science and research</p>	<ul style="list-style-type: none"> • Updated internal regulations (number of regulations). • Information campaign on mobility (number of activities). • Updated interactive guideline. • Mobility participants (number of participants).
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[illegible]

<i>Current Status</i>	<i>Remarks</i>
Completed	<p>Support for foreign mobility is now the responsibility of the Vice-Rector for Studies, who manages the International Office department (to whom the responsibilities of the Vice-Rector for Foreign Relations have been transferred).</p> <p>The VP-R-07 Erasmus directive was updated, and no other directives needed to be updated.</p> <p>An information campaign for the support of mobility is carried out annually, information meetings are held, and regular calls for participation in mobility are announced. Negotiations are underway with foreign institutions and bilateral agreements on the implementation of mobility are concluded.</p> <p>In recent years, we have seen an increase in interest in foreign mobility from students, academic and non-academic staff. However, their implementation also depends on the possibilities of financial support from the Erasmus+ program.</p> <p>Participation in mobility and the dissemination of experience from them are one of the criteria for regular employee evaluation.</p>

11. KNOWLEDGE MANAGEMENT Formalisation of the knowledge management and transfer system <ul style="list-style-type: none"> • creation of a knowledge management system uniform across the school, • knowledge management analysis, • development of a methodology 	7, 20, 23, 39																																																																																																																																																																
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[illegible]

After the adoption of the formalised knowledge management system, an information campaign will be carried out.

<i>Current Status</i>	<i>Remarks</i>
In Progress	<p>The task of creating a centralized place for knowledge management has proven to be one of the most complex, because each department manages its "knowledge" on its own and in its own way.</p> <p>So far, an analysis has been carried out in individual departments, consultations have been held with an external IT supplier on the methods of solution, and it was decided that the system will be built on the Microsoft Sharepoint system, which AMBIS University already uses and has a valid license for its operation. A mind map of the given solution was also created, containing both requirements, risks and solution options.</p> <p>The task of creating knowledge management therefore continues.</p>

Remarks

In Progress

The task of creating a centralized place for knowledge management has proven to be one of the most complex, because each department manages its "knowledge" on its own and in its own way.

So far, an analysis has been carried out in individual departments, consultations have been held with an external IT supplier on the methods of solution, and it was decided that the system will be built on the Microsoft Sharepoint system, which AMBIS University already uses and has a valid license for its operation. A mind map of the given solution was also created, containing both requirements, risks and solution options.

The task of creating knowledge management therefore continues.

<p>12. INTERACTIVE GUIDELINES</p> <p>Update of the interactive guidelines</p> <ul style="list-style-type: none"> • updating of the interactive guidelines for science and research mainly concerns: <ul style="list-style-type: none"> ○ Code of Ethics, ○ Ethics Committee, ○ freedom of research, ○ good practices in science and research, ○ knowledge management and 	<p>1, 2, 3, 7, 23, 29, 31, 32, 33</p>								<p>responsible person: Vice-rector for science and research</p> <p>co-workers: Vice-rector for studies Vice-rector for pedagogical activities Manager of the quality management department</p>	<ul style="list-style-type: none"> • Updated interactive guidelines (number of guidelines). • Updated chapters in interactive guidelines (number of chapters).
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Update of the interactive guidelines

- updating of the interactive guidelines for science and research mainly concerns:
 - Code of Ethics,
 - Ethics Committee,
 - freedom of research,
 - good practices in science and research,
 - knowledge management and

1, 2, 3, 7, 23, 29, 31, 32, 33

responsible person:

Vice-rector for science and research

co-workers:

Vice-rector for studies

Vice-rector for pedagogical activities

Manager of the quality management department

- Updated interactive guidelines (number of guidelines).
- Updated chapters in interactive guidelines (number of chapters).

<p>transfer,</p> <ul style="list-style-type: none"> ○ co-authorship, ○ international mobility, ● updating the interactive guidelines for education, especially in the areas of: <ul style="list-style-type: none"> ○ linking science and research in education, ○ involvement of students in research projects, ○ knowledge management and transfer, ○ current internal regulations on education. <p>Links to the relevant document web pages - https://is.ambis.cz/auth/do/ambis/2083242/adaptacni_proces_pro_nove_akademiky/veda-a-vyzkum.qwarp (research guidelines).</p>											
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Current Status	Remarks
Completed	<p>The interactive guidelines in the areas of science, research and education have been updated, incorporating new facts and information.</p> <p>However, as these areas are undergoing dynamic development, the interactive guidelines are continuously updated.</p>

13. POPULARISATION OF SCIENCE Creation of a system for publishing and sharing the results of scientific research at AMBIS University: <ul style="list-style-type: none"> • analysis of science and research communication strategy (part of activity 15), • allocation of space in the public part of the AMBIS University website for the publication of science and research results, • motivation of academic and scientific staff to promote their results not only to professional but also to general public, • inclusion of the promotion of results to the general public among the criteria for staff evaluation. 	8, 9, 23									responsible person: Vice-rector for science and research co-workers: Heads of Departments HR manager Manager of the operations and project department	<ul style="list-style-type: none"> • Analysis of communication strategy in science and research. • Space allocated for the presentation of science and research results on the AMBIS University website. • Information campaign promoting the results of science and research (number of activities). • Presentation outputs in this area (number of presentations).
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Current Status	Remarks
Completed	<p>To popularize science, AMBIS University publishes two professional scientific journals. The journal "Socioeconomic and Humanities Studies", which is indexed in the ERIH+, EBSCO and ICI Journals Master List database, and the peer-reviewed journal "Law and Security". Both journals are published on an Open Access basis and are freely available on their websites.</p> <p>Publications published by the school are published on the school's website in the section designated for publishing activities. Academic staff of the school regularly contribute to both journals. Another integral part of popularizing</p>

AMBIS University also organizes regular lectures and workshops for all school employees and students on current topics, not only with academics of the school but also with other experts from practice.

towards practice and society, which complements teaching and research.

14. TRANSLATION INTO ENGLISH

English translation of relevant regulations and documents, e.g.:

- Strategic Plan,
- Internationalisation Strategy,
- Code of Ethics,
- OTM-R policy,
- Statutes,
- relevant internal regulations.

Links to the relevant document web pages -

<https://www.ambis.cz/files/statut.pdf>

(Statutes of AMBIS University), -

<https://www.ambis.cz/files/eticky->

kodeks.pdf (Code of Ethic Ambis
University),

[https://www.ambisuniversity.com/internal-regulations-sr,](https://www.ambisuniversity.com/internal-regulations-sr)

[https://www.ambis.cz/vnitрни-a-dalsi-predpisy,](https://www.ambis.cz/vnitрни-a-dalsi-predpisy)

<https://www.ambisuniversity.com/re>

1, 2, 4, 5,
6, 7, 8, 9,
12, 13, 18,
24, 30, 32,
34,

responsible person:

Manager of the quality management department

- Internal regulations and strategic documents translated into English (number of documents).

[illegible]

<i>Current Status</i>	<i>Remarks</i>
Completed	The translation of relevant internal regulations and other internal legal acts into English is ongoing. New or updated relevant internal regulations are already translated automatically.

<p>15. COMMUNICATION</p> <p>Development of a communication strategy within AMBIS University and towards the general public:</p> <ul style="list-style-type: none"> • analysis of existing communication methods, • design of a communication strategy within the following areas: <ul style="list-style-type: none"> ○ Code of Ethics, ○ research ethics, ○ professional responsibility ○ internal regulations and other legal norms, ○ responsibility, ○ good practices, ○ promotion of scientific and research achievements, ○ evaluation systems, 	<p>3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 15, 23, 27, 35, 38, 39</p>	<div></div>	<p>responsible person:</p> <p>HR manager</p>	<ul style="list-style-type: none"> • Analysis of the existing communication strategy. • New communication strategy design. • Information campaigns on particular areas (number of activities).
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<ul style="list-style-type: none"> ○ OTM-R policy, ○ Career Code, ○ professional development. <p>Based on the draft of the communication strategy, a continuous information campaign will be run in the monitored areas, becoming part of the other action steps as well.</p>										
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Current Status	Remarks
In progress	<p>Internal communication has proven to be one of the most complex processes within the institution. The current communication strategy, whose system is anchored in ISO 9001 procedures, was analysed. These include board meetings, broader management meetings, meetings of individual departments, and meetings with academic and non-academic employees. This communication strategy also includes sending out circulars (HR news).</p> <p>The school's web presentation is currently being analysed, as well as the internal communication strategy based on it. A comprehensive communication strategy is therefore in preparation.</p> <p>For communication in specific areas (new Code of Ethics, research ethics, amendments to internal regulations, promotion of achieved science and research results, new OTM-R policy, Career Rules, etc.), partial strategies have been established (information at meetings, in circulars, or on the website), which are continuously implemented.</p>

16. QUESTIONNAIRE SURVEY Implementation of a questionnaire survey to assess the employee awareness of the progress achieved in the given	1-40									
responsible person: Manager of the quality management department										<ul style="list-style-type: none"> • Questionnaire survey completed. • Respondents (their number). • Final progress report.

area.

Remarks

Completed

Based on internal discussions and after consultation with the working group and other stakeholders, the Steering Committee decided to use the same questionnaire for this sub-task that we had already used once when processing the GAP analysis. The Steering Committee decided so to enable a simple comparison of the results from 2023 and 2025. A single question was added to the questionnaire - whether the respondent had already completed the survey in 2023.

The questionnaire survey was carried out in June and July so that the results were as up to date as possible. There was concern whether a sufficient number of responses would be obtained during the period of state final exams and summer holidays / vacations. These concerns were only partially met – 101 academic and 82 non-academic staff responded, which gives the questionnaire sufficient validity.

From the initial analysis it can be stated that:

- academic staff are more optimistic about the survey than non-academic staff,
- for some questions a larger number of respondents state that they are unable to assess the answer (questions no. 9, 14, 17, 20, 27, 30, 32, 35, 38b),
- nevertheless, the vast majority of responses showed a better result, only for two questions (no. 18 and 23) the results were slightly worse.

A complete overview of the results is attached in a separate document and published on the website.

At the beginning of the winter semester, a detailed analysis of the results will be carried out, which will result in some necessary measures. However, it is already clear that in the areas of questions where several respondents could not formulate an answer, a new information strategy will need to be chosen.

Unselected principles:

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site, multiple links must be comma separated *:

URL: <https://www.ambis.cz/hr-award>,
<https://www.ambis.cz/dlouhodoby-zamer>,
<https://www.ambisuniversity.com/official-notice-board>,
<https://www.ambisuniversity.com/internal-regulations-sr>,
<https://www.ambisuniversity.com/hr-award>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress.

Comments on the implementation of the OTM-R principles (Initial Phase)

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

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

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

- the OTM-R policy will be developed in the form of a central internal regulation, which will be published and promoted, and the recruitment strategy for AMBIS University based on the above policy will be devised,
- along with the OTM-R policy, a set of forms (templates) will be created in

accordance with the ISO 9001 quality management system, which will simplify the administration of the recruitment process,

- online training sessions will be held to familiarise relevant AMBIS University employees (senior staff, members of selection committees, HR department staff, etc.) with the OTM-R policy and subsequent processes,
- a systematic control of the quality of recruitment will be set up, and a regular evaluation of the fulfilment of the OTM-R objectives will be launched,
- a Career Code will be developed,
- an analysis of the structure of internal regulations in the HR area will be conducted, and along with their amendment based on the newly created OTM-R policy, their restructuring will be carried out, allowing the employees to get familiar with the regulations,
- the recruitment process will be improved, mentoring of new employees coming into focus afterwards,
- the interactive guideline for science and research and interactive guideline for teaching will be updated to serve as central points, enabling employees to find the procedures and information they need,
- all relevant documents will be published in Czech and English.

Links to the relevant document web pages - <https://www.ambis.cz/files/statut.pdf> (Statutes of AMBIS University), <https://www.ambis.cz/files/eticky-kodex.pdf> (Code of Ethic Ambis University), <https://www.ambis.cz/dlouhodoby-zamer> (Strategic Plan), <https://www.ambisuniversity.com/internal-regulations-sr>, <https://www.ambis.cz/vnitri-a-dalsi-predpisy>, <https://www.ambisuniversity.com/regulations-and-guidelines> (Internal directives).

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

A new OTM-R policy was created at AMBIS University, which replaced the previous guideline CVP-Pers-02 Employee Selection. The OTM-R policy is based on other regulations such as the Statute or the Code of Ethics. The planning, selection and onboarding process of employees are described in the processes of the ISO 9001 quality management system.

The process of recruiting new employees is currently described in the guideline CVP-Pers-13 OTM-R policy, which describes the entire process of acquiring new employees from planning the need, through the description of the methods of acquiring new employees, the definition of the job offer, its publication, the selection procedure, to the final selection of candidates, always with an emphasis on equal, non-discriminatory and transparent access to each applicant.

Another procedure is part of the guideline CVP-GŘ-01 Work Rules, which describes the process from concluding an employment contract, through changes to the employment relationship to the description of possible termination. This guideline also describes the obligations of employees.

Currently, the OTM-R policy has been developed, along with the necessary forms, primarily

- a form for requesting the creation of a new or filling an existing job position,
- a checklist – conducting an interview with an applicant.

Since the original CVP-Pers-02 Employee Selection guideline already met most of the current requirements for the method of employee selection, there was no need for greater awareness of the new OTM-R policy. Nevertheless, senior employees were informed about its creation, who then informed their subordinates. In addition, members of selection committees who are directly involved in the selection were trained.

The HR department fully adheres to its principles, which are:

- in connection with the HR strategy of AMBIS University, regularly plan the need for human resources in an annual cycle, across all departments of the university,
- based on the approved HR plan, announce selection procedures for filling a new planned position,
- ensure compliance of requirements with the nature of the required job position, minimize possible barriers for applicants,
- announce the selection procedure transparently, clearly and understandably, publish requirements with links to detailed information, required competencies, working conditions and other options,
- any discrimination of applicants, e.g. on the basis of gender, age, nationality, sexual orientation or political affiliation, is unacceptable,
- in the event that the position is open to non-Czech/Slovak speaking applicants, ensure all communication in English as well,
- adhere to the OTM-R principles throughout the entire process of selecting new employees,
- minimize the administrative burden of both applicants and AMBIS University employees.
- a system of quality control of the recruitment process will be set up and regular evaluation of progress in achieving the OTM-R goals will be introduced.
- a Career Code will be developed,
- an analysis of the structure of internal regulations in the personnel area will be carried out and, together with their amendment based on the newly created OTM-R policy, their restructuring will be carried out so that it is easier for employees to navigate them,

The control of the recruitment process is part of the regular evaluation of the personnel department both within the framework of the internal evaluation and within the framework of the external evaluation within the framework of ISO 9001.

The human resources strategy is part of the Strategic Plan of AMBIS University, for the years 2021–2030.

Links to the relevant document web pages

- <https://www.ambis.cz/dlouhodoby-zamer>,
- <https://www.ambis.cz/vnitrni-a-dalsi-predpisy>,
- <https://www.ambisuniversity.com/internal-regulations-sr>.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located. Multiple links must be comma separated.

URL: <https://www.ambis.cz/dlouhodoby-zamer>, <https://www.ambis.cz/vnitrni-a-dalsi-predpisy>,
<https://www.ambisuniversity.com/internal-regulations-sr>.

4. IMPLEMENTATION PROCESS

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

The implementation process took place throughout the entire monitored period with varying dynamics.

During the implementation phase, both the steering committee and other members of the implementation team continued their work. Other experts were invited to individual sub-tasks of the Action Plan according to their competences.

The steering committee met once a quarter and at its meetings monitored the progress of solving the sub-steps, the schedule and its fulfilment, checked the fulfilment of the sub-indicators from a time and material perspective and decided on strategic issues of the solved issue, commented on the created and updated documents, and determined other persons who needed to be involved in solving the individual sub-tasks.

The working group was usually addressed for specific sub-steps by means of remote communication, mostly in smaller groups according to the problem being solved. The members of the working group also transferred the solved topics in the HR AWARD area to their workplaces and provided feedback from other employees back to the implementation team.

According to the instructions of the steering committee, selected employees prepared drafts of newly created or updated documents according to their expertise and experience. The created documents were discussed in the steering committee, working group and other groups of employees.

Individual activities were organized by the implementation project coordinator, who is a member of the steering committee and at the same time the manager of the quality department at AMBIS University, in close cooperation primarily with the HR director of AMBIS University, whose competence the area in question falls under. In cooperation with the working group and other invited experts, he processed suggestions, proposals and comments arising from the implementation process and submitted information on the status of implementation, compliance with the work schedule and drafts of new documents to the steering committee meeting.

During the implementation and execution of the Action Plan, it was found that the originally set goals were too ambitious and could not be implemented according to the planned schedule. Therefore, their implementation will continue in the following period and will therefore be part of the new action plan for the next 3 years.

Authorities involved

Steering Committee

- Dr. rer. nat. Martina Mannová – Rector
- Radek Stavinoha –General Director
- Mgr. Petr Hušek, Ph.D. – Vice-Rector for Strategy and Development
- prof. Ing. Michal Plaček, Ph.D., MCS – Vice-Rector for Science and Research
- Bc. Irena Tůmová, MBA – HR Director
- Ing. Milan Hála – Quality manager / HR AWARD coordinator

Working Group

- prof. Ing. Rudolf Urban, CSc. – academic and scientific researcher
- doc. Hana Bohušová, Ph.D. – academic and scientific researcher
- doc. JUDr. Ing. Jana Majerová, Ph.D. – academic and scientific researcher
- doc. Ing. Milan Jan Půček, Ph.D., MBA – academic and scientific researcher
- doc. Ing. Gabriela Vaceková, Ph.D. – academic and scientific researcher
- Mgr. Milan Křápek, Ph.D. – academic and scientific researcher
- Ing. Magdaléna Náplavová, Ph.D. – academic and scientific researcher
- Ing. Irena Tušer, Ph.D. – academic and scientific researcher
- Mgr. Andrea Saglová – scientific researcher

The implementation of the Action Plan was carried out across all departments and other departments of AMBIS University.

The HR AWARD topics were promoted within the entire academic community and beyond. The basic documents and the implementation process were published on the website <https://www.ambis.cz/hr-award> (Czech) and <https://www.ambisuniversity.com/hr-award> (English).

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

How have you prepared the internal review?

When preparing the internal review, the Steering Committee based itself on the documents that were collected during the years 2023–2025.

The preparation took place in the following steps:

- evaluation of the current fulfilment of the partial objectives of the Action Plan,
- collection of ideas for the new Action Plan,
- preparation of the draft internal review,
- discussions in the steering committee and in the working group,
- approval of the final version of the document.

When preparing the internal review, we also based ourselves on the evaluations that were carried out at AMBIS University in the period 2023–2025, for example:

- internal audit according to ISO 9001,
- self-assessment of a research organization in the university segment,
- reports on the internal quality assessment of educational, creative and related activities,
- reports on the activities of AMBIS University.

Based on the evaluation of all the above documents, the steering committee then entrusted the solution coordinator with the final processing and sending.

How have you involved the research community, your main stakeholders, in the implementation process?

Academic and research staff were involved at several levels:

- membership in the Steering Committee,
- membership in the Working Group,
- involvement in solving partial tasks of the Action Plan.

The implemented activities were discussed with them through the Vice-Rector for Strategy and Development, who is a member of the Steering Committee and who manages the departments, and therefore also the academic staff, and the outputs from these discussions were the impulse for their adjustment and further influenced the direction of further solutions. Suggestions received from academic staff will also be incorporated into the new Action Plan.

Academic (scientific) staff were thus involved in the entire process of implementing all tasks of the Action Plan and their active involvement was a necessary prerequisite for the successful fulfilment of these goals.

Academic and scientific staff were also involved in the preparation of the new Action Plan. The suggestions came from the suggestions of members of the Steering Committee, the Working Group, fulfilling the priorities of the strategic plan, solving grant projects, and self-evaluation of the research organization. An Action Plan for the next period has been compiled from these suggestions, comments and recommendations.

Do you have an implementation committee and/or steering group regularly overseeing progress?

The Steering Committee and the Working Group were established at the beginning of the implementation of the entire process. There were minimal changes in their composition caused by the replacement of several key positions (HR Director, Vice-Rector for Science and Research). This arrangement has proven itself and there is no reason to change it.

Given that the members of the Steering Committee include the Rector and the General Director, support from the school management is ensured.

The Rector's Board regularly discusses the progress of solving the partial tasks of the Action Plan. Cooperation with the Rector's Board is also facilitated by the fact that the HR AWARD coordinator is also a member of the Rector's Board.

The Steering Committee met once a quarter and at its meetings monitored the progress of solving the partial steps, the schedule for their implementation, checked the implementation of partial indicators from a time and material perspective and decided on strategic issues of the problem being solved, commented on the created and updated documents, and determined other persons who need to be involved in solving individual partial tasks.

The Working Group was addressed for specific partial steps, usually by means of remote communication, mostly in smaller groups according to the issue being addressed. The working group members also transferred the resolved topics in the HR AWARD area to their workplaces and provided feedback from other employees back to the implementation team.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy

From the very beginning of the implementation of all activities related to the fulfilment of HRS4R measures and obtaining the HR AWARD certificate, these priorities and goals are prescribed in the university's strategic plan. Both documents are interconnected and the priorities in them influence each other. What needs to be done within the framework of activities related to the implementation of HRS4R priorities affects the priorities of the AMBIS University strategic plan and its annual elaboration into implementation plans.

Thanks to this, consistency is ensured between the strategic direction of AMBIS University, especially in the area of human resources development, research strategy, open science, academic integrity, preparation of doctoral studies, its equal opportunities policy, social security or its action plan in the area of sustainable development and the HRS4R action plans.

Throughout the entire period, AMBIS University has a website dedicated to HR AWARD, which is an integral part of the school's web presentation.

How has your organisation ensured that the proposed actions would be also implemented?

The implementation strategy is closely linked to the AMBIS University Strategic Plan for the period 2021–2030. The relevant vice-rector or head of department is responsible for fulfilling each priority of the strategic plan. Each of the partial goals of the Action Plan has a designated guarantor, who is a member of the wider school management and who is responsible for it.

Overall implementation is under the responsibility of the HR AWARD coordinator, who is a member of the Rector's Board.

The guarantor of solving the partial goal cooperates with other relevant stakeholders (head of department, department manager). The guarantor communicates with the Rector's Board, the Steering Committee, the Working Group, and other employees who are a source of ideas for implementation.

A key role in fulfilling the partial goals is played by the Steering Committee, consisting of representatives of the school's key departments responsible for fulfilling the HRS4R policy - the Rector, the General Director, the Human Resources Director, the Vice-Rector for Science and Research, the Vice-Rector for Strategy and Development and the Quality Manager. The Steering Committee ensures the consistency of the most important strategic documents and the overall coordination of activities.

The working group, which is directly involved in the implementation, is composed of academic and scientific staff across levels R1–R4.

An important part of successful implementation is feedback from the researchers themselves - academic staff.

Although the implementation of the Action Plan is not supported by any financial resources from operational programs, the entire process is fully supported and financially secured by the school management.

The progress of the entire implementation is regularly discussed at the Rector's Board and in meetings with the heads of individual departments.

How are you monitoring progress (timeline)?

Progress – fulfilling the schedule – is part of the regular meetings of the Steering Committee, which take place regularly once a quarter.

At the meeting, the Coordinator HR AWARD informs the Steering Committee about the progress and any problems during implementation. If necessary, the schedule is then updated at the Steering Committee meeting.

During the implementation and realization of the Action Plan, it was found that the originally set goals and objectives were too ambitious and could not be realized according to the planned schedule. Therefore, their implementation will continue in the following period and will therefore be part of the new action plan for the next 3 years.

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

The indicators were set in the action plan individually for each sub-goal. The status of implementation and fulfilment of indicators for the past period is discussed at every meeting of the Steering Committee (i.e. once a quarter).

A number of indicators intersect with the indicators and goals of the strategic plan and its implementation plans of AMBIS University, the fulfilment of which is evaluated annually.

How do you expect to prepare for the external review?

The preparation will be based on a consistent, critical and open self-assessment, based on the analysis of existing materials and documents and on an extensive discussion involving the Steering Committee, the Working Group and other relevant stakeholders.

When preparing for the external evaluation, we will also draw on the experience we have gained from the external assessment of the self-evaluation reports of research organizations in the higher education segment, from audits within the framework of ISO 9001, which in many parts overlap with HRS4R.

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

The Steering Committee for the Implementation Process was formed to ensure the optimal course of the implementation phase of the process – it is composed of the university's key representatives in the field of personnel management – the Rector, the General Director, the HR Director, the Vice-Rector for Science and Research, the Vice-Rector for Strategy and Development and the Quality Department Manager. This composition has fully proven itself and does not need to be changed. The Working Group was composed of academic (research) staff is composed in such a way as to be a realistic picture of the composition of the entire academic staff.

During the implementation and implementation of the Action Plan, it was found that the originally set goals and objectives were too ambitious and could not be implemented according to the planned schedule. Therefore, their implementation will continue in the following period and will therefore be part of the new action plan for the next 3 years.

On the AMBIS University website in the science and research section, the results achieved by AMBIS University employees in science, research and development are continuously published in order to present the achievements in this area to the general public and the professional public.

An integral part of the implementation is also the popularization of the results achieved in the implementation of the partial objectives of the Action Plan, a description of the achievements to date. The basic documents are published on the websites (<https://www.ambis.cz/hr-award>, <https://www.ambisuniversity.com/hr-award>) and the implementation process is commented on. The achieved results are continuously discussed with the involved persons – members of the Rector's College, vice-rectors, heads of departments and other departments, academic and non-academic staff and students.

As part of the third role of the university, relevant results are also presented to the general public.