

Equal Opportunities Plan at the Prague University of Economics and Business 2023-2027

Prague University of Economics and Business

The Equal Opportunities Plan at the Prague University of Economics and Business (VŠE) for the years 2023-2027 is a follow-up to the Equal Opportunities Audit, which was conducted at the Prague University of Economics and Business on the initiative of the university management from June 2022 till the end of November 2022. The audit carried out at the VŠE consisted of the following parts, which are also the starting point for setting the specific measures and objectives of this action plan for the period 2023-2027, with an annual evaluation and a final evaluation in the last year of the period:

- content analysis of documents,
- statistical analysis of the employee population,
- quantitative (questionnaire) survey,
- qualitative (field) research.

The content analysis of the documents took place at the VŠE during the summer and was mainly carried out by the staff of the Office of the Vice-Rector for Education and Quality Assurance and Gender Studies, o.p.s. Selected documents and normative regulations were analysed, an inventory of which is presented in the audit report, both in terms of content, form and clarity. The analysis of the employee population was carried out on the basis of the data from the HR system supplied by the HR Department, with the validity of the data referring to 31 May 2022, or to the last three years for the time series of total wages. The questionnaire survey was carried out at the VŠE in the second half of June and the first half of July 2022. The field survey, i.e. thematic focus group and individual interviews, was carried out by the staff of Gender Studies, o.p.s. during September 2022.

The audit report is thematically divided into 5 areas, the so-called thematic axes, which are also largely respected in the structure of this Action Plan:

- Thematic Axis 1: Gender equality in leadership and decision-making positions,
- Thematic Axis 2: Gender equality in recruitment and career development,
- Thematic Axis 3: Work-life balance, organisational culture,
- Thematic Axis 4: Integrating the gender dimension into research and educational content,
- Thematic Axis 5: Preventive measures to prevent negative behaviour.

In addition to the specific findings to which this Action Plan responds, it should be noted that, compared to peer institutions, the Prague University of Economics and Business survey results show a number of positive phenomena that are evident across categories. The high level of involvement and interest of the VŠE staff in the audit is positive. The embedding of the principles of equality and fairness in the VŠE's core management regulations is also positive and, following the fieldwork, does not appear to be a mere formality. Finally, the audit shows an active effort by the top management of the VŠE to address these issues, including existing ideas on how to address them.

Recommendations for addressing horizontal and vertical gender segregation

Internal regulations

- **Update the directive governing the issuance of internal regulations of the VŠE and introduce rules on formal requirements**, including translation into English, uniformity of form across the VŠE and its parts, and the use of inclusive language where generic masculinities may be discriminatory.
- Strengthen the role of the VŠE Code of Ethics and explicitly declare through it to actively promote equal opportunities, diversity and commit to creating and supporting a work environment where discrimination is not tolerated.

- Ensure that all current and newly hired employees are familiar with and agree to the VŠE Code of Ethics.
- Incorporate the principles into other existing internal materials or take them into account when preparing new ones.
- **Publish essential internal regulations also in English.**
- Regularly use DeepL to translate regulations and internal documents.

Responsibility:	Terms of performance:	Budget coverage:
Rector, Legal Department Vice-Rector for Education and Quality Assurance Bursar, HR Department	2023 2024-2026	Strategic Management Support Program (PPSŘ)
Deans, Deans of Faculties	2024-2025	Faculty budgets
Performance indicators:		
<ul style="list-style-type: none"> • Proportion of university and faculty internal regulations with unified format and language requirements (including English translation) • Number of regulations with harmonised format and language requirements (including English translation) • Regulations that uphold the long-standing values of the University in the area of equal opportunities • Number of staff attending seminars, workshops and training on academic ethics 		

Human resources processes

- **To professionalize the human resource (HR) management agenda so that HR work plays a methodical and strategic role in the operation of the organization.**
- Strengthen the professionalism of existing HR processes at the Rectorate and faculty level and unify procedures and formalize HR management processes.
- **Formulate the HR strategy of the VŠE and formulate goals for onboarding and talent management.**
- Establish a working group to address equal opportunities issues at the VŠE with competences in the field of equal opportunities, formulation of proposals for measures in this area, creation of tasks for the GEP, their subsequent co-realisation and evaluation.
- To maintain and evaluate on an annual basis statistics on the representation of women and men in individual segments and levels of the VŠE management with the aim of preventing or reducing vertical and horizontal gender segregation.
- **Statistically monitor the gender of male and female applicants for vacant positions and the proportion of successful candidates from a gender perspective, but also in terms of other socio-demographic characteristics.** Similarly, monitor the composition of research/project teams in order to promote diversity and enhance inter-representativeness.
- **Work more with diversity in text and visual representation of individual positions in job offers and job advertisements, thus loosening restrictive gender stereotypes.** At the end of job advertisements, state that the position is suitable for both women and men and/or that the employer supports diversity in work teams, etc. Advertise in English for selected positions.
- Revise the template for job advertisements, particularly with regard to inclusive language in the title of positions and in the text of individual job advertisements, and choose appropriate

portrayals of people, including with regard to age, caring responsibilities, ethnicity, etc. Create a model also in English.

- **Always be mindful of diversity in the composition of selection panels**, i.e. emphasise gender, age and other diversity on selection panels to allow for different perspectives and experiences. There should always be at least one trained person on the selection panel to ensure compliance with the selection rules, prohibition of inappropriate questions, gender-neutral criteria and objectivity of the selection process in order to focus on the diversity of the work teams.
- **Describe the adaptation process for each type of job and identify the persons responsible for the adaptation of newcomers** (in the role of mentors and mentees). The adaptation process should be clearly described and available e.g. on the intranet and/or as part of the induction training, e.g. in the LMS Moodle. The whole process should also have been described and published in English.
- Managers should be trained in the actual application of the adaptation process.
- To publish basic information for new entrants on the VŠE intranet, including text in English and important contacts.
- Identify a single point of contact for the adaptation and onboarding process at the campus level to comprehensively address and assist with onboarding, and build appropriate structures at the faculty level. These persons will have an active command of the English language.
- **Statistically track departures, including the reasons for them, from a gender perspective.** A structured questionnaire or exit interview scenario can be used for this purpose. The level of detail in identifying reasons for leaving can be adapted to the type of job.

Responsibility:	Terms of performance:	Budget coverage:
Rector Vice-Rector for Education and Quality Assurance Vice-Rector for Informatics and Digitalization Bursar, HR Department	2023 for the formulation of the strategy 2024-2026	Strategic Management Support Program (PPSŘ) OP Z+
Deans, secretaries and secretaries of faculties	2024-2026	Faculty budgets
Performance indicators:		
<ul style="list-style-type: none"> • Effective agenda and existing HRM processes at university and faculty level • Existing HR strategy of the Prague University of Economics and Business • Existing onboarding at VŠE and the number of training courses, workshops and LMS modules • Existing talent management of the VŠE and within it the number of people successfully involved and the number of training, workshops and LMS modules • Existing HR data analytics used for strategic management of the university • Staffed and process-oriented equal opportunities agenda • Functioning working group to address equal opportunities issues at the Prague University of Economics and Business • Effective recruitment processes including templates and checklists for individual departments • Existing recruitment data analytics used for the strategic management of the university • Existing data analytics on grant staffing 		

Employee training

- **Create a mentoring programme for the transfer of experience between junior and senior employees** within the organisation and, given the above-described state of vertical gender segregation, create and implement a mentoring or at least networking programme focused on the target group of women.
- To create a "talent pool" of people interested in further professional, vocational and career development and to offer them selected seminars, meetings with successful personalities from the VŠE or the profession, discussions, specialised language courses, etc.
- **Introduce management training for senior positions.** To choose it specifically with a focus on science management, to share experiences with managers from similar types of science and research institutions as well as within the VŠE, or to create a space for sharing experiences or mentoring in the field of team management.
- Create and actively offer leadership training on recruitment and new trends in recruitment, including a gender perspective.
- **Significantly improve intercultural communication and sensitivity, especially in student services departments.**
- Provide equal opportunities training with regard to the specifics of individual positions within the VŠE.

Responsibility:	Terms of performance:	Budget coverage:
Vice-Rector for Education and Quality Assurance Bursar, Head of school-wide departments	2024-2025	Strategic Management Support Program (PPSŘ) OP Z+ CRP
Deans, secretaries and secretaries of faculties	2024-2026	Faculty budgets
Performance indicators:		
<ul style="list-style-type: none"> • Number of internal training courses • Number of LMS modules for internal education • Total number of participants in internal training, both in total and separately for managers • Existing mentoring programme and number of mentoring pairs involved • Number of employees actively preparing for leadership positions at the Prague University of Economics and Business • Number of participants in internal training focused on communication, both in total and separately for supporting staff positions • Effective rules for communication and integration of foreigners 		

Recommendations on evaluation and remuneration

- **Targeted analysis and possible revision of the staff appraisal system so that it is functional,** does not operate only formally and is linked to further training, career development and remuneration. Evaluations should always include an appraisal meeting with line managers.
- To develop evaluation in the "opposite direction", i.e. so that rank-and-file employees also have the opportunity to comment on the quality of work of their superiors and the management of the faculties and the VŠE.
- Regularly train managers responsible for appraisal to be fully aware of the purpose of appraisal (link to training, motivation and financial reward of subordinates) and to know the

principles of objective appraisal and how to communicate and motivate subordinates effectively.

- **Provide managers with relevant data on the remuneration of their subordinates.**

Responsibility:	Terms of performance:	Budget coverage:
Vice-Rector for Education and Quality Assurance Vice-Rector for Informatics and Digitalization Bursar	2023-2025	Strategic Management Support Program (PPSŘ) OP Z+ CRP
Deans, secretaries and secretaries of faculties	2023-2026	Faculty budgets
Performance indicators:		
<ul style="list-style-type: none"> • Transparent remuneration and evaluation system • Number of courses and LMS modules of internal training and total number of participants from among managers • Payroll data analytics available to managers for each of their subordinates 		

Recommendations for career development

- **Create/revise/strengthen career planning with respect to nurturing the next generation and developing talent in the organization.** Consider implementing career plans and career paths and continuously evaluate and revise them based on ongoing assessments. Possibly include an element of interchangeability in the plans for each position.
- Clarify and systematise the situation regarding career growth and development by creating a career code. Take into account all types of positions, both research and technical.
- **At the level of departments and faculties, to work actively with candidates for habilitation and professorships and to emphasize the quality and innovation of the teaching process as an integral part of the habilitation and professorship criteria.**
- To design the continuing education offer in such a way that it is as open as possible to all who are interested in the topic and not only tied to the relevant position, not only in terms of language but also in terms of other training courses and events.
- To develop and communicate the offer of further education centrally in close cooperation with the faculties and to ensure the systematic development of practical experience and professional practice of teachers.
- Educational and other events should be organized in such a way that they can actually be attended by everyone, i.e. not, for example, in the morning or later in the afternoon, when children are being dropped off/picked up or other care for family members with special needs is taking place. All of these events and important meetings and decision-making should be directed primarily to the hard core of most employees' working hours.

Responsibility:	Terms of performance:	Budget coverage:
Vice-Rector for Education and Quality Assurance Vice-Rector for Science and Doctoral Studies	2023-2025	Strategic Management Support Program (PPSŘ) OP HOW OP Z+
Deans, secretaries and secretaries of faculties Heads of Departments Heads of school-wide departments	2023-2026	Faculty budgets CRP
Performance indicators:		
<ul style="list-style-type: none"> Existing and process-assured employee career plans An effective system of performance appraisal and feedback A system for evaluating involvement in the pedagogical process and its innovation comparable to the evaluation of science and research outputs Effective internal communication and internal training system including their existing strategy Number of internal training courses and LMS modules and total number of participants 		

Recommendations for reconciling personal, family and working life

- **To categorise jobs (including THP) where home working or other flexible forms of work are possible, and to determine the extent to which these would be possible in combination with ensuring substitutability in the workplace.**
- Clarify the system of forms available to support work flexibility. Clarify what employees are entitled to and what they can request in case of disagreement with their superiors (overview, leaflet, intranet) - clearly, comprehensibly, for both scientific and technical positions.
- To set up/strengthen training in work-life balance, communication rules and time management, especially for managers, so that they can effectively coordinate their subordinates.
- Produce information on the intranet to inform parents and carers about what they are legally entitled to in terms of flexibility (working time arrangements) and what their employer offers them (e.g. flexible working, part-time, working from home).
- **Actively encourage both mothers and fathers to return early from Parental Leave to part-time work or to cooperate on partial projects, etc., while respecting their choice regarding the length of parental leave.**
- **Develop an explicit system of communication with persons before, during and after (including adaptation) maternity and parental - i.e. Parental Leave management, including training of all managers in this area.**
- Create a children's corner or "flexi-office" where you can come with your children and take care of necessary work duties, appointments, emails or phone calls.
- Actively "break down" stereotypes that the parenting role is primarily for women. Use visual tools and examples of successful working women mothers.
- Analyse other barriers and disadvantages (especially health) that affect the integration of staff and students and actively address them.

Responsibility:	Terms of performance:	Budget coverage:
Vice-Rector for Education and Quality Assurance Vice-Rector for Science and Doctoral Studies Bursar, HR Department Centre for students with special needs	2023-2026	Strategic Management Support Program (PPSŘ) OP JAK OP Z+
Deans, secretaries and secretaries of faculties Heads of Departments Heads of school-wide departments	2023-2026	Faculty budgets
Performance indicators:		
<ul style="list-style-type: none"> • Transparent and more effective flexible working at the Prague University of Economics and Business • Accessible information and sharing of experience in time management, communication and work-life balance • Active management of Parental Leave • Existing children's play areas, kitchenettes and coworking rooms at university and faculty level, where appropriate • Measures to strengthen the integration of employees and students with disabilities • Number of participants in internal training 		

Recommendations for integrating the gender dimension into research and educational content

- Analyse and possibly revise the internal documentation governing the concept of science and research (R&D), including the integration of equal opportunities principles.
- **Maintain and regularly evaluate statistics on the representation of individuals in scientific research positions by gender, age, etc.** At the same time, aim for a higher proportion of the under-represented gender (mostly women) in the leadership of scientific research teams, groups, projects, etc.
- Assessment of R&D projects in the phase before their approval for implementation or submission from a gender perspective - in this regard, expand the activities and train existing internal bodies of the organization, such as the Science and Research Department or the Project Office.
- Strive for diversity in the composition of research teams with regard to gender and internationalisation, as it can have a positive impact on a higher level of innovation in research outputs.
- Integrate a gender analytical perspective into the selection of research topics, their grasp and methodology, the balance of representation of individuals in the research samples or groups, and the applicability of research outputs in practice.
- **To create/strengthen a mentoring programme for early career and young scientists as an effective tool for transferring experience and know-how and enhancing their professional and career growth.** In this regard, ensure that mentoring is conducted in a gender-sensitive manner and targeted specifically at young female scientists or parents where appropriate. It

is also appropriate to monitor and evaluate the gender distribution of participants in these programmes.

- With regard to the emphasis on the internationalisation of science and research, unify information on the possibilities of funding foreign internships (both short-term and long-term), including the possibility of going abroad, e.g. with a partner and children. This information should be clearly shared on the intranet, through the newsletter or in other appropriate places.
- To address any inequalities in science and research (including across disciplines) with regard to the different financial conditions of individual grants and the opportunities to apply for such funding in general.
- To take full advantage of the membership of the Gender in Science and Research Working Group within CZARMA and to establish cooperation with the RVVI Working Group on Gender.

Responsibility:	Terms of performance:	Budget coverage:
Vice-Rector for Science and Doctoral Studies Bursar, HR Department	2023 -2026	Strategic Management Support Program (PPSŘ) NPO OP JAK
Deans, secretaries and secretaries of faculties Heads of Departments Heads of school-wide departments	2023-2026	OP JAK Faculty budgets
Performance indicators:		
<ul style="list-style-type: none"> • Internal science documents emphasising equal opportunities • Data analytics for engagement in scientific projects used for strategic management • System for assessing scientific research projects from a gender perspective • Mentoring programme for young and early career scientists and number of mentoring pairs • Transparent offer of international activities for male and female scientists and the number of participants • Existing meeting platform to evaluate and share experiences in the field of equal opportunities • Effective internal communication in science and research 		

Recommendations for negative phenomena in the workplace

- **Modify/unify the process of filing, investigating and evaluating complaints, including anonymous ones, about various types of bullying (mobbing, bossing, etc.) or (sexual) harassment or other inappropriate behaviour - elaboration/revision of internal documents (guidelines, procedures, manuals).**
- Create a simple and clear description of how such complaints are investigated, who is involved (including contacts) and how to make a complaint. Publish this material on the intranet and make it available to others, including students.
- **Further, to make services available to staff and students, whether** these are existing services within the VŠE or the hiring of external experts and specialists providing independent and impartial advice in situations related to the occurrence of negative behaviour (with the obligation to preserve anonymity).

- Ensure a more balanced representation of women and men on the ethics or other committee or body that reviews individual complaints of negative behaviour.
- Supplement the initial training with the main principles of ethical behaviour in the workplace, principles of communication and ways of dealing with situations related to the occurrence of negative phenomena in the workplace. To include information on harassment, sexual harassment and various forms of bullying (mobbing, bossing, staffing, cyberbullying, etc.) in the content of the training with appropriate time allocation.
- Strengthen the principles of transparency, openness and trust as a prevention of negative phenomena at the VŠE, at all levels and in all ways, from continuous and regular information to targeted events and meetings with people across the organisation and professions.
- **Creation of a special educational module focused on personal boundaries and their crossing and the possibilities of dealing with negative phenomena in the workplace**, specifically from the perspective of: 1. rank and file positions/subordinates - prevention, recognition, resolution; 2. managers/supervisors; 3. HR department and other persons involved in collecting and investigating suggestions of such behaviour.
- Supplement the introductory e-learning courses for students with basic principles of ethical behaviour and extend the information and advisory service for employees to students as well.

Responsibility:	Terms of performance:	Budget coverage:
Vice-Rector for Education and Quality Assurance Vice-Rector for Informatics and Digitalization Bursar, HR Department	2023-2026	Strategic Management Support Program (PPSŘ) OP Z+
Deans, secretaries and secretaries of faculties Heads of Departments Heads of school-wide departments	2023-2026	Faculty budgets
Performance indicators:		
<ul style="list-style-type: none"> • Effectively implement the process of submitting, investigating and evaluating complaints about negative phenomena in the workplace • Internal communication in the field of prevention of negative phenomena in the workplace • Legal and psychological counselling available to employees and students of the Prague University of Economics and Business • Number of courses and LMS modules of internal training focusing on negative phenomena at the workplace and number of participants in total 		

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doc. Ing. Petr Dvořák, Ph.D.
Rector