

STRATEGIC PLAN MANAGEMENT OF HUMAN RESOURCES

PRAGUE UNIVERSITY OF ECONOMICS AND BUSINESS

2025–2030



Table of Contents

Managerial summary.....	1
Introduction.....	3
1. Analysis of the current situation	6
1.1 Current status.....	6
1.2 Target state.....	7
2. Goals of the Strategic Plan for Human Resources Management at the University of Economics in 2025-2030	9
2.1 Recruitment and selection procedures.....	10
2.2 Onboarding and adaptation	12
2.3 Employee performance evaluation (remuneration)	14
2.4 Development, talent management and employee training.....	16
2.5 Satisfaction and institutional culture	18
2.6 Offboarding	21
2.7 Professionalisation and strategic management of individual areas of human resources management	22
2.7.1 Coordination of approach to HR work.....	23
2.7.2 Setting a common framework for strategic human resources management	23
3. Risks, limits of implementation and their mitigation	25
Conclusion	26

Managerial summary

The Strategic Plan for Human Resource Management of the Prague University of Economics and Business for the years 2025-2030 (hereinafter also referred to as the Strategic Plan) focuses on the key areas of human resource management in the years 2025-2030. The main objective is to promote excellence in education, research and sustainable development through effective human capital management. By implementing the Strategic Plan, the University aims to attract, develop and retain talented staff and PhD students, with an emphasis on transparent, fair processes and equal opportunities. Key areas of the strategic plan include recruitment, selection and onboarding of new employees, performance evaluation and reward systems, talent management development and training, as well as nurturing institutional culture and employee satisfaction. The strategic plan also focuses on professional offboarding, with an emphasis on maintaining contact with staff who have left to work in companies or prestigious institutions abroad or have retired and encouraging continued collaboration in the teaching and research fields.

An important cross-cutting objective is the professionalization and coordination of human resource management across the faculties and departments of the University, while respecting the specifics of individual faculties and the primary role of the Dean in taking measures in the area of personnel. This objective therefore includes the introduction of an effective system of methodological support for HR processes, including recruitment, evaluation, remuneration and training of staff, which is in line with legal and accreditation requirements and contributes to the efficiency of the processes carried out and the reduction of the administrative burden on the University's academic staff. The Strategic Plan envisages the involvement of all staff and all levels of management in its implementation, with the precise integration of human resource management into the organisational structure to be further analysed and adjusted accordingly and includes the systematic evaluation of objectives and the adaptation of processes to the changing challenges and needs of the University. Specialisation in this area will, on the one hand, enable the development of talent and, on the other, ensure sufficient capacity and performance indicators that an internationally recognised university needs.

In the target state, the Prague University of Economics and Business has a sufficient number of academic and scientific staff, as well as supporting technical and economic staff, who are strategically managed and who collectively exhibit significant academic and professional commitment, which in turn supports high quality outcomes in line with the mission of the VŠE (AACSB Standard 3.1). To this end, the deans' responsibility for faculty staff management is also complemented by an element of strategic management at the university-wide level, which is the responsibility of the Rector, and by methodological coordination provided by other departments in the Rector's Office.

The Strategic Plan is being issued at a time when the VŠE is developing the Strategic Plan for 2026-2030 and the staffing targets will be clearly written into it. From the point of view of the financial provision of the Strategic Plan, it is also essential that the staffing objectives are written into the design of the OP JAK projects that will start in 2025. Thus, funds to support the strategic management of the University and funds from EU operational programmes will become the source of its financial coverage in the first years of implementation of this strategic plan. In the following years, they will also be covered by the University's budget according to the methodology of its preparation.

The main strategic objectives in the field of human resources management of the Prague University of Economics and Business for the years 2025-2030 are:

1. Increase the quality and social relevance of the pedagogical and scientific outputs of academic staff with to national and international accreditation standards and the evaluation of research organisations.

2. Strategic management and professionalization of individual areas of human resources management and their coordination through methodological support using effective procedures and tools, including digitalization.
3. Strengthening the institutional culture, increasing employee satisfaction and raising awareness of the VŠE as a modern and prestigious employer.

Introduction

People are a key factor in achieving the vision, mission and long-term goals of the Prague University of Economics and Business, which strives for excellence in education, research and their social impact. This strategic plan reflects our commitment to creating an innovative and inspiring work environment that is focused on performance and excellence in teaching and research, but also supports employees' personal and professional growth and equal opportunity. We focus on attracting, developing and retaining the talented professionals who are essential to fulfilling our ambitious vision and mission. At the same time, we emphasize equal opportunity, team diversity and the development of an excellent academic community that fosters collaboration, innovation and creativity. We want to develop a long-term professional, motivated, cohesive work team that works together to achieve this vision and apply modern approaches and tools to achieve it. ¹

The need to formulate a Strategic Plan for Human Resource Management at the Prague University of Economics and Business is linked to the **programme objectives of Rector Petr Dvořák**, who began his mandate on 1 April 2022 and listed human resources as one of his main priorities: *'The Rector's basic goal is the Prague University of Economics and Business as a modern, efficiently managed university open to new trends. On this path, the VŠE must build on its successful development in recent years, when it gained autonomy in the accreditation process by granting institutional accreditation and subsequently accredited a wide range of Czech and foreign language study programmes, successfully passed national and international assessments, integrated international accreditation procedures and standards into the management of the school, and developed the entire information system of the school at an unprecedented pace. The achievement of the goals is conditioned by close cooperation between the management of the VŠE, the independent faculties where study programmes and scientific research activities are carried out, and all other departments of the school. A key element of the school's development is the active involvement of suitably motivated staff, students and alumni of the VŠE.'* In the area of human resource development, under the motto *"People are the most valuable thing that the VŠE has"*, the Rector has committed to support the development of human capital at the VŠE through the following instruments:

- gradually improve the material conditions, financial remuneration and modern working environment of academic and non-academic staff at the VŠE,
- to modernise the processes of personnel management of faculties and rectorate departments aimed at the stable development of the human capital of the VŠE,
- excellence in human resources care is confirmed by receiving the HR Award,
- to reduce the administrative burden on teachers and to increase the mutual belonging between academic and non-academic staff of the VŠE,
- Increase the level of mobility of academic and non-academic staff.

In the first year of the term of office, an Equal Opportunities Audit was initiated by the management of the VŠE and was conducted at the VŠE from June 2022 to the end of November 2022, with the subsequent publication of the Equal Opportunities Support Plan for 2023-2027. The plan sets out specific measures and objectives for the period 2023-2027, with an annual evaluation and a final evaluation in the last year of the period.

Another impetus for accelerating the work on the HR strategy were projects from EU operational programmes, namely Employment+ (project to be implemented in 2023-2025) and Jan Ámos Komenský

¹ The generic masculine used across this strategy is not meant to be discriminatory. It is used to make the text more readable.

(project to support pedagogy and modernisation of teaching and to support science). Also, in the context of finalising the process of obtaining the prestigious international accreditation of the AACSB, a systematic approach to HR strategy has come to the forefront of the VŠE management, directly as a recommendation of the International Advisory Board of VŠE, the Rector's consultative body composed of prominent international experts working in the field of education and employer representatives. The IAB recommended the development of a human resource management strategy in 2023 and discussed its basic structure in 2024. Links to specific AACSB accreditation standards, which this strategic plan also aims to meet, are highlighted below.

In summary, the following strategic plan **is based on clearly defined requirements of national and international accreditation processes in the field of quality and human resources care, and on a series of analyses of the employee population**, quantitative and qualitative surveys and questionnaires, which focused primarily on trends within the employee population, risks and opportunities associated with them, perceptions of the current state, needs and possible ways to meet them. These surveys include:

- Equal Opportunities Audit carried out in the second and third quarters of 2022;
- a questionnaire survey preceding the application for support for the project Diverse and Flexible Working Environment at the Prague University of Economics and Business within the OPZ+ programme, carried out in the last quarter of 2022;
- research in the form of focus groups, individual in-depth interviews and questionnaires on the perception of specific proposed solutions reflecting the needs of the employee population implemented during the first analytical phase of the project Diverse and Flexible Working Environment at the Prague University of Economics and Business within the OPZ+ programme in the period from 10/2023 to 03/2024;
- a questionnaire survey of workers joining the workforce from 2020 onwards, focusing on the strengths and weaknesses of the current onboarding and adaptation process;
- Detailed, in-depth onboarding with new employees, with whom the individual steps, obstacles in the adaptation process and ways to eliminate them were discussed individually (implementation in the first and second quarter of 2024);
- Discussions and sharing of good practice on a platform of women employees in or aspiring to management positions, on talent management, flexible working, maternity and parental leave management tools, appraisal, feedback and remuneration across VŠEs (to be used from January 2024);
- Recommendations of the AACSB International Accreditation Team (February 2024).

In some strategic areas, different target groups have been identified, whose needs may differ (quite naturally with respect to the total number of employees) and require a targeted set of measures for that specific need (see below). The primary target group of the strategic plan is all employees of the VŠE, taking into account the different needs of the defined groups, including:

- working in academic and scientific positions;
- working in administrative and technical-economic positions;
- young academics aspiring to the rank of associate professor or professor;
- experienced senior academics;
- caring for young children or loved ones;
- women and their career development opportunities in a specific academic environment;
- new employees;
- other groups based on specific interests or areas of teaching and research.

In terms of the strategic management needs of the VŠE, the following performance objectives were identified in the analysis of the first years with institutional accreditation and from international accreditation processes (AACSB, EQUIS, AMBA):

- Increasing the quality and relevance of pedagogical activity through its innovation and closer connection with the needs of the modern labour market and its current trends,
- Increasing the societal relevance of research activities, especially in applied research,
- Increase in scientific performance of academic staff involved in guaranteeing study programmes and profile-based courses,
- Increasing the scientific performance with an international overlap of academic and scientific staff involved in the implementation of doctoral study programmes and supervision of doctoral students (supervisor standard, habilitation criteria and criteria for appointment as professor), with emphasis on research excellence,
- strengthening the international dimension of the pedagogical, scientific and creative activities of the Prague University of Economics and Business,
- increasing the quality of administrative support and its specialisation while reducing the administrative burden on academic staff,
- better process assurance of human resources management at the level of faculties and the Rector's Office and strengthening of data-based decision-making and strategic planning in the HR area.

One of the proposed tools of the strategic plan is the issuance of the Career Code as a new regulation of the VŠE with a school-wide scope in the field of personnel, which would clearly define the possibilities of career growth and promotion to higher academic and managerial positions, with formal anchoring of work with talents (talent management), a system of feedback and evaluation, the importance of continuous education, training and mentoring in response to the ever-increasing national and international competition in tertiary education and effective identification of the educational needs of each employee. The Career Code would be linked to innovations in internal regulations, in particular the Labour Code and the Internal Wage Code (including the job catalogue), and related directives and methodological instructions.

The draft of this strategic plan would be discussed by the Academic Senate of the VŠE on 24 March 2025.

Prague, 13 June 2025

doc. Ing. Petr Dvořák, Ph.D.
Rector

1. Analysis of the current situation

1.1 Current status

The Prague University of Economics and Business is currently one of the few universities that has managed to obtain AACSB accreditation, thus proving its quality and at the same time committing itself to further development in the future. It has repeatedly been named the best economic school in Central and Eastern Europe in the Eduniversal rankings. Its faculties have EQUIS and AMBA accreditations. The increasing demands of these accreditations for excellence and the international overlap of teaching and research activities create a natural pressure for strategic management of personnel processes, and the VŠE is also involved in a number of projects aimed at improving the working environment.

In the context of the growing demands and ambitious vision², the VŠE has to cope with the requirements for the output of its staff in the field of innovative and modern pedagogy, as well as in the field of quality scientific and creative activities with social and international impact, which is a prerequisite for meeting national and international standards. At the same time, however, the VŠE must ensure the relevance and timelessness of its teaching and applied research, i.e. a clear link with companies and business, while applying modern teaching methods and trends. The current development of generative artificial intelligence and the growing importance of sustainability places even greater demands on the development of critical thinking, creativity, data analysis and value education, and the skills and knowledge of academic staff must adapt to these. At the same time, excellent scientific outputs cannot be expected from every employee, and not every top scientist is able to enthuse students and attract corporate representatives to their teaching. Specialisation is therefore in order, on one hand to develop talent and, on the other, to ensure sufficient staff capacity and the performance indicators that an internationally recognised university needs.

In the field of pedagogy and its connection to the needs of society, the VŠE has long maintained its leading position in the region in the field of economic and management education, but it must respond agilely to the changing demands of students and the labour market. Innovations in teaching at the VŠE are currently underway (introduction of LMS, construction of new co-working spaces and modular classrooms, introduction of modern assessment methods in the syllabus, new design of final theses and state final exams), but they are difficult to implement and lack a clear shared vision to respond to the changing demands of students and international competition. The uneven development of innovations leads to fragmentation of demands and use of tools and equipment between faculties and departments, resulting in different demands on human resources and student dissatisfaction, especially in the initial stages of studies. Only a few departments of the VŠE implement executive education, the offer of which is relevant to the corporate sector both in terms of forms and content. In addition, through the increasing demands on the sponsorship of programmes and profile-based courses, the uneven results of scientific research activities, both within and between faculties, are fundamentally affecting the VŠE's ability to refresh the content and methods of teaching. Key programme teachers do not always effectively achieve timely habilitation, and if they do, their publication output is not always sustained after habilitation.

The VŠE has top scientists, but in terms of research productivity the institution is currently below the performance of the economics faculties of large universities in the Czech Republic, as well as foreign business schools with which it wants to compare itself. According to the conclusion of the evaluation of

² VŠE's vision is to become a market leader in management, economic and IT education in Central Europe. VŠE wants to be a sought-after internationally respected research university providing elite Bachelor's, Master's and Doctoral education in management, economics, informatics and related fields at all faculties, and quality lifelong learning programmes for top managers. VŠE wishes to produce graduates who will have the necessary potential to foster broader social, moral and environmental responsibility in society as part of their professional activities.

the main international accreditations, the VŠE needs to further increase not only the quality but also the quantity of excellent outputs. According to the latest round of national evaluation according to the M2017+ methodology, the scientific research of the VŠE was rated as average (C), and in the key area of economics even as average to below average (C/D). Despite the still high impact of the VŠE on corporate and social processes in the Czech Republic, the voice of the VŠE is not heard enough in the current debates on the direction of Czech society, especially in modern areas in which the VŠE does not have sufficient expertise from earlier times.

The challenge is also the procedural anchoring of more intensive HR work, which has so far focused mainly on the payroll and labour law agenda. In terms of modern HR management practices, the University currently lacks an effective onboarding system, which often results in new employees and new hires not receiving the necessary information and materials for quick and effective integration into the work process, with the quality of onboarding varying depending on the specific workplace and supervisor. Work flexibility, which is an important motivator for employees, is not sufficiently formalised, which is particularly detrimental for technical-management positions and for employees who need to balance work and family life due to external circumstances. There is also a lack of a comprehensive system for managing the return of employees after maternity and parental leave. There is a lack of an information point to provide advice and support on returning from parental leave, as well as advice on developing a scientific career beyond this stage of life. The way staff are appraised does not have a consistent structure across the University to enable inspiration to be shared and decisions to be made on the basis of comparable data. The current appraisal system also does not provide information on long-term goals and training needs, resulting in an ineffective offer of training activities that is not sufficiently linked to career development. There is a lack of a career code that would formally regulate the possibilities for staff growth and development, which is now a common tool for personnel management in comparable universities in the Czech Republic and business schools abroad.

HR management at the VŠE is highly decentralised, which makes it difficult to provide strategic direction and meet clearly defined HR Award process standards. The faculties and departments of the Rector's Office are burdened with operational issues in HR management that make strategic decision-making and data analysis difficult. Inefficient processes and the absence of faculty specialists disproportionately increase the administrative burden on academic staff and especially department heads resulting from HR processes. There is inadequate provision for strategic HR management; individual strategic agendas are distributed amongst individual Vice-Rectors, primarily responsible for a particular area of the VŠE strategy, but positions with clearly defined competencies and senior experience in strategic HR management are absent at the University level.

1.2 Target state

The target state is that the VŠE will have highly motivated and high quality teachers with relevant impact on society and practice as well as a sufficient number of top scientists whose creative activities have an international impact in the fields in which the VŠE has institutional accreditation. A sufficient number of VŠE staff will hold the title of associate professor or professor and, even after obtaining their degrees, will continue to fulfil the criteria for obtaining these degrees on an ongoing basis so that they are able to provide quality guidance to doctoral students and to guarantee study programmes and basic theoretical subjects of a profile basis. This will involve, in particular, their involvement in scientific research projects and high-quality internationally recognised publications. Assistant professors with Ph.D. supervising profile courses will have sufficient quality publications in internationally recognised journals relevant to their study programmes within 5 years. There will also be a sufficient number of practically oriented teachers at the VŠE, whose creative activity focuses on teaching innovations and practical implications of educational activities. A larger number of staff will be focused on the implementation of contract research and consultancy. Academic staff will be supported by a professional

background consisting of administrative and technical-economic staff who will be adequately remunerated for the quality of their services and motivated to provide a high level of service to support the University's other activities.

VŠE will be a university that is a modern and fair employer, providing equal opportunities for all and having a transparent, holistic and clear system for core HR processes such as onboarding, providing feedback and employee evaluation, talent management, career development with an emphasis on support in academia. The VŠE will have a system for retaining talented staff and developing the potential of staff including staff on parental leave, staff caring for children and staff with other specific situations. This will increase the potential of work teams and develop flexibility.

Prague University of Economics and Business will be equipped with an effective onboarding system for new employees, which will ensure the provision of all necessary information and materials for effective integration into the work process. Employees in new roles (from managerial to sponsoring courses, specialisations and programmes) will have the necessary information and data analysis to perform their roles correctly. The onboarding process will be coordinated across all faculties and departments, with the possibility of adjustments to meet the specific needs of individual faculties and departments. Staff appraisals will be formally linked to the career ladder, enabling systematic career development and comparability of appraisals for strategic decision-making. The appraisal process for senior staff will also include 360° feedback.

The faculties will have HR specialists (HR coordinators) who will coordinate HR matters and provide support to managers and staff. This step will allow for an even implementation of HR processes across the University and will take into account the specific needs of individual faculties. There will be a position with clearly defined responsibilities and senior experience in strategic HR management at the VŠE level. The University will have a comprehensive system of support for staff returning from maternity and parental leave, including a central information channel that provides a checklist for staff-parents and other important information related to the commencement and return to/from maternity or parental leave. In the area of flexible working arrangements, clearly defined and universally applicable teleworking rules will be introduced at the University, enshrined in internal regulations and regularly communicated to staff, ensuring equal access to these options.

The VŠE will repeatedly defend international accreditations by AACSB, EQUIS and AMBA, will make independent and flexible decisions on its accreditations at the national level through institutional accreditation and will be a holder of the HR Award. In the evaluation of research organisations, its rating will improve from C to B grade.

2. Goals of the Strategic Plan for Human Resources Management at Prague University of Economics and Business in 2025-2030

The main strategic objectives in the field of human resources management of the Prague University of Economics and Business for the years 2025-2030 are:

1. Increase the quality and social relevance of the pedagogical and scientific outputs of academic staff with to national and international accreditation standards and the evaluation of research organisations.
2. Strategic management and professionalization of individual areas of human resources management and their coordination through methodological support using effective procedures and tools, including digitalization.
3. Strengthening the institutional culture, increasing employee satisfaction and raising awareness of the VŠE as a modern and prestigious employer.

The main objectives are further elaborated into individual areas sorted according to the employee's life cycle and a cross-cutting objective is added, which conditions the successful implementation of each of the previous objectives. For each area, sub-objectives are defined (the number in brackets indicates the classification of the objective in the tables and chapters below), the tools for achieving them and the indicators for achieving the objectives. The achievement of these sub-objectives will lead to the fulfilment of the main objectives of the Strategic Plan for Human Resources Management of the VŠE.

The sub-objectives for the area Improving the quality and societal relevance of the pedagogical and scientific outputs of academic staff with regard to national and international accreditation standards and the evaluation of research organisations are as follows:

- Effective data-based academic staff evaluation system (2.3.1)
- Performance-based remuneration (2.3.2)
- Systematic and structured approach to employee training and development and talent management (2.4.1)
- Staff skills development (2.4.2)
- Effective and regular feedback (2.4.3)
- Regular monitoring of progress against planned strategies and expected outcomes, communicating findings to key stakeholders (2.7.2)

For the objective Strategic management and professionalisation of individual areas of human resources management and their coordination through methodological support using the latest procedures and tools, including digitisation with regard to the AACSB accreditation standards and HR Award, these are:

- Effective and documented selection processes that respect equal opportunities (2.1.1)
- Ensuring a coordinated onboarding process for new employees and PhD students leading to their orientation and satisfaction in the basic processes uniform for the entire VŠE (2.2.1)
- Ensuring a coordinated onboarding process for faculty and professional unit staff according to the specifics of their workplace (2.2.2)
- Ensuring a coordinated onboarding process for staff new to management positions (2.2.3)
- Innovation of internal HR regulations (2.3.3)

- A coordinated framework for human resource management to improve the efficiency and quality of HR work across the organisation and all its business units (2.7.1)

And for the objective Strengthening the institutional culture, increasing employee satisfaction and raising awareness of VŠE as a modern and prestigious employer, in particular:

- Building a culture of trust, autonomy and responsibility that encourages employees to adapt their working conditions to their individual needs (2.5.1)
- Support for employees before, during and after maternity and parental leave (2.5.2)
- Supporting employees in specific life situations and reconciling work and personal life (2.5.3)
- Effective way of dealing with negative workplace phenomena, complaints (including complaints to the Ethics Committee of the Prague University of Economics and Business) and whistleblowing (2.5.4)
- Strengthening the positive reputation of the University on the basis of the good experience of departing employees and increasing affiliation with the University, maintaining effective relationships with employees leaving the University for prestigious institutions abroad, at home and in business (2.6.1)

2.1 Recruitment and selection procedures

Recruitment and selection objectives focus on ensuring transparency and fairness of processes, promoting equal opportunities for all candidates and improving the quality of selection panels. The University emphasizes clear communication of requirements and assessment criteria to ensure that the selection process is fair and transparent across all its units. Efficient digitization of processes to speed up selection procedures is also an important aspect. The University seeks to strengthen its attractiveness for talented staff through competitive working conditions and international opportunities, enabling it to attract and retain top academic, scientific and administrative staff in line with European standards.

Sub-objective	Tool	Fulfillment indicator	Term of performance
2.1.1 Effective and documented selection processes that respect equal opportunities and transparency for all applicants	<ul style="list-style-type: none"> ▪ OTM-R Checklist ▪ Introduction of standardised procedures for the establishment and operation of selection committees in the form of a methodological guideline, selection committees are formed and familiarised with the principles of equal opportunities 	<ul style="list-style-type: none"> ▪ OTM-R Checklist and HR Award Readiness Analysis. ▪ Issuance of a methodological guideline, selection procedures carried out according to it, monitoring of compliance through feedback from managers and HR coordinators (at least once a year during evaluation interviews) 	12/2025
	<ul style="list-style-type: none"> ▪ Effective feedback to successful and unsuccessful candidates in the selection process with an emphasis on their professional development 	<ul style="list-style-type: none"> ▪ Creation of templates for personalized feedback, implementation of feedback training, compliance monitoring based on assessment interviews with managers and HR coordinators 	12/2026

<ul style="list-style-type: none"> ▪ Supporting the internationalisation of recruitment 	<ul style="list-style-type: none"> ▪ Transparent bilingual publication of job vacancies in a designated section of the university/department website ▪ International selection procedures 	12/2026
<ul style="list-style-type: none"> ▪ Digitalization of recruitment 	<ul style="list-style-type: none"> ▪ Methodology for electronic transmission of required documents and software support ▪ Methodology for (electronic) call for tenders and collection of documents and software support 	12/2027

Responsibility:		Budget coverage:
Rector	Endorsement of the principles of equal opportunities Participation in setting the rules for evaluation interviews with faculty and school-wide department heads	ESF+ Strategic plan of the Prague University of Economics and Business
Bursar, Wage and Personnel Department	Preparation of a code and methodology for equal opportunities in tendering procedures Administration of the university-wide section for the announcement of tenders Preparing templates for structured feedback	
Legal Department	Participation in the preparation of methodologies	
Vice-Rector for Research and Doctoral Studies	Specification of methodological guidelines for selection procedures for scientific positions with emphasis on foreign researchers and PhD students	
Vice-Rector for Education and Quality Assurance	Participation in the preparation of templates for structured feedback Providing training in providing effective feedback	
Chancellor	Participation in the organization of interviews with the management of faculties and school-wide departments Data support for international accreditations	
Deans, Dean's Office of Faculties, Faculty's Bursar, Vice-Deans for Development	Implementation of the methodological framework in the implementation of selection procedures	ESF+ Faculty budgets

Vice-Rector for Research and Doctoral Studies Heads of university-wide departments	Specifications according to the needs and capabilities of the component Managing the publication of tenders	
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2.2 Onboarding and adaptation

The goal in this area is an onboarding process that ensures that each new employee and staff member in a new job role (supervisor, sponsor, specialist) receives both college-wide information and information specific to the faculty or department where they will be working. The first part of onboarding is college-wide (sponsored by the Rector's Office). Its purpose is to familiarize the new employee with information that is common across the school. This is followed by a faculty/specific portion, which introduces the employee to the specific information and procedures of the department (faculty, department, center, etc.). School-wide onboarding begins with preonboarding, which dates from the time a new employee is hired to the time he/she enters the workplace. Preonboarding is followed by the actual onboarding (both school-wide and faculty/specific portions), which then aims to engage the employee as effectively as possible and support them to achieve the expected performance. On joining the job, the employee is given a clear job description and at the same time is familiarised with the actual adaptation process in the workplace.

Sub-objective	Tool	Fulfillment indicator	Term of performance
2.2.1 Ensuring a coordinated onboarding process for new employees and PhD students leading to their orientation and satisfaction in the basic processes uniform for the entire VŠE	<ul style="list-style-type: none"> Creation and implementation of detailed checklists for new hires and their supervisors, covering all key steps and information needed during the first weeks to months of employment 	<ul style="list-style-type: none"> Creating a checklist for managers, creating a checklist for new employees New employee satisfaction with onboarding and onboarding Effectiveness of new employees and employees in new roles 	06/2025
	<ul style="list-style-type: none"> Creation and implementation of sample checklists for PhD students and supervisors 	<ul style="list-style-type: none"> Creating a checklist of PhD students and supervisors Satisfaction of PhD students 	12/2025
	<ul style="list-style-type: none"> Creation of a website (welcome.vse.cz) with all important information Promotion of the website on all units 	<ul style="list-style-type: none"> Creation and launch of the welcome.vse.cz website, its use in all units (monitoring and evaluation of the number of accesses to the website) 	06/2025

	<ul style="list-style-type: none"> ▪ A signpost with information for new employees immediately after joining 	<ul style="list-style-type: none"> ▪ Creation of a signpost with information on the school intranet 	09/2025
	<ul style="list-style-type: none"> ▪ A complete set of training, adaptive courses and training modules in LMS Moodle including a notification system and performance tracking 	<ul style="list-style-type: none"> ▪ Updated internal education modules in LMS Moodle ▪ Functional automatic enrolment, notification and performance monitoring system 	12/2027
2.2.2 Ensuring a coordinated onboarding process for faculty and professional unit staff according to the specifics of their workplace	<ul style="list-style-type: none"> ▪ Creating signposts with information, procedures and guidelines and staffing faculty onboarding sessions 	<ul style="list-style-type: none"> ▪ Creation of a signpost with information, procedures and guidelines at faculty and departmental level 	12/2026
2.2.3 Ensure a coordinated onboarding process for staff new to management positions	<ul style="list-style-type: none"> ▪ Creating a signpost with information, procedures and instructions that fall under the responsibilities of the manager 	<ul style="list-style-type: none"> ▪ Creating a signpost with information, procedures and instructions that fall within the duties of the manager 	09/2026

Responsibility:		Budget coverage
Bursar, Wage and Personnel Department	Creating checklists for new employees Creation of sample checklists for managers recruiting new employees Developing recommended practices and guidelines that fall within the responsibilities of the supervisor Participation in the development of information materials for new employees	OP Z+ ESF+ Strategic plan of the Prague University of Economics and Business
Vice-Rector for Education and Quality Assurance	Participation in the development of checklists Launch of the welcome.vse.cz website Creation of a signpost with information, procedures and instructions that fall within the duties of the manager	

	Creation of a signpost with information for new employees on the school intranet Updating internal training modules in LMS Moodle	
Deans, Dean's Office of Faculties Faculty's Bursar Heads of school-wide departments	Use of checklists Faculty part of onboarding processes Use of the welcome.vse.cz website	OP Z+ ESF+

2.3 Employee performance evaluation (remuneration)

The University's goal is to create a fair and transparent remuneration system that will motivate employees to achieve excellence and high quality in their work tasks. The remuneration system will be closely linked to the regular appraisal of staff, which will take into account their performance and the achievement of long-term career goals. The system is based on respect for the financial situation of individual departments and faculties, which is influenced by the budget allocation methodology and the strategy of the faculties in other areas. Nevertheless, the strategic plan also seeks to limit unjustified differences in remuneration between employees who perform comparable tasks and achieve comparable results. For purposes of comparison, inspiration, and effective reporting, the University will develop a system for analyzing data on employee performance and compensation using data analytics.

Sub-objective	Tool	Fulfillment indicator	Term of performance
2.3.1 An effective data-based academic staff evaluation system	<ul style="list-style-type: none"> ▪ Data support for managers for the annual evaluation interview of academic 	<ul style="list-style-type: none"> ▪ Introduction of data support 	12/2026
	<ul style="list-style-type: none"> ▪ Creation of template forms with defined metrics, evaluation criteria and performance objectives for use management evaluations 	<ul style="list-style-type: none"> ▪ Creating form templates 	12/2026
2.3.2 Performance-based remuneration	<ul style="list-style-type: none"> ▪ Regular GEP reviews to identify any pay gaps between employees with similar roles and performance 	<ul style="list-style-type: none"> ▪ Annual inclusion of evaluation results in the University's annual report 	12/2027

	<ul style="list-style-type: none"> ▪ Analysis of the proportion of tariff and non-tariff components of salary and their relation to employee performance 	<ul style="list-style-type: none"> ▪ Publishing the results of the analysis and taking action 	12/2028
	<ul style="list-style-type: none"> ▪ Creating materials and offering training for employees on equal opportunities 	<ul style="list-style-type: none"> ▪ Creating materials ▪ Training offer 	06/2026 (materials) Ongoing (training)
2.3.3 Innovating internal HR regulations	<ul style="list-style-type: none"> ▪ Analysis of the possibility of introducing the Career Code as a school-wide regulation, its discussion at the forums of the Rector's Board, Faculty's Board, etc. 	<ul style="list-style-type: none"> ▪ Draft Career Code 	12/2026
	<ul style="list-style-type: none"> ▪ Setting up procedures for managing, developing, and supporting staff throughout their careers that are consistent with the mission, strategies, and expected outcomes of the school and faculty 	<ul style="list-style-type: none"> ▪ Evaluation and further amendment of the Internal Wage Regulation and the Job Catalogue 	12/2026

Responsibility:		Budget coverage
Vice-Rector for Informatics and Digitalization	Creation and management of data analytics in support of a regular employee evaluation system	Budget of the Vice-Rector/Bursar ESF+ Strategic plan of the Prague University of Economics and Business
Vice-Rector for Education and Quality Assurance	Regular evaluation of GEP Creation of model forms for performance evaluation of academic staff	
Vice-Rector for Research and Doctoral Studies	Creation of model forms for performance evaluation of academic staff Specification of the model form for researchers	
Bursar, Wage and Personnel Department in cooperation with Deans	Specification of a model form for the performance evaluation of technical and economic staff Creation of a structured and transparent recommended remuneration plan that defines the proportions of tariff components, allowances and	

	remuneration for different positions	
Deans, Dean's Office of Faculties Faculty's Bursar Heads of Departments and School-wide Departments	Discussion of human resource management requirements and regulations Determination of faculty weights for evaluation criteria, or additional faculty criteria Use of data analytics and sample forms for employee evaluation	No budgetary impact

2.4 Development, talent management and employee training

The aim of the VŠE in the field of development, talent management and employee training is to create an environment that supports the continuous professional growth and development of each individual's potential. The goal of the VŠE is to have qualified employees with relevant qualifications or professional experience who maintain current and relevant knowledge and skills appropriate to their job classification. The University focuses on identifying and supporting talented staff, providing opportunities for career progression and skills development through specialist training, workshops and mentoring. It seeks to create a systematic approach to talent management that ensures employees have access to relevant training programs focused on developing both technical and soft skills. In doing so, the university not only enhances the competencies of its staff, but also strengthens their motivation and commitment, which contributes to the achievement of the institution's strategic goals. Supporting the preparation for and promotion to leadership and management roles within the VŠE is also an essential element of the VŠE's talent management. The VŠE's process goal for the period to 2030 is to have documented and well-communicated processes for managing, developing, and supporting staff in their careers that are aligned with the mission, strategies, and expected outcomes of the school.

Sub-objective	Tool	Fulfillment indicator	Term of performance
2.4.1 A systematic and structured approach to employee training and development and talent management	<ul style="list-style-type: none"> Promoting lifelong learning through training programmes and opportunities that will support the career development of staff and maintain the high level of skills and currency of VŠE staff 	<ul style="list-style-type: none"> Offering regular trainings, workshops and courses focused on professional development and current trends in the industry 	Ongoing
	<ul style="list-style-type: none"> Establishing a competency framework for all positions in line with the University's mission 	<ul style="list-style-type: none"> Competency frameworks are developed, published and applied by senior managers (compliance is ascertained through annual appraisal interviews) 	6/2026

	<ul style="list-style-type: none"> ▪ Establishing a system for identifying employee training needs, signing up for training and evaluating feedback, including the impact on employee performance 	<ul style="list-style-type: none"> ▪ Functional system for identifying employee training needs and evaluating feedback 	12/2026
	<ul style="list-style-type: none"> ▪ Ensuring the possibility of career development based on transparent and non-discriminatory criteria 	<ul style="list-style-type: none"> ▪ Issuance of the Career Code and its implementation 	12/2027
2.4.2 Staff skills development	<ul style="list-style-type: none"> ▪ Setting up a talent pool identification and development system 	<ul style="list-style-type: none"> ▪ Existing and functional talent groups supported by the methodology 	09/2026
	<ul style="list-style-type: none"> ▪ Development of a mentoring programme for junior researchers 	<ul style="list-style-type: none"> ▪ Implemented mentoring programme 	12/2026
2.4.3 Effective and regular feedback	<ul style="list-style-type: none"> ▪ Implementation of 360-degree feedback for direct supervisors of employees at VŠE accompanied by video tutorials on its use 	<ul style="list-style-type: none"> ▪ Implementation and customization of an existing 360-degree feedback application for direct supervisors of employees at VŠE 	06/2025
	<ul style="list-style-type: none"> ▪ Organization and innovation of regular awards for outstanding scientists and educators 	<ul style="list-style-type: none"> ▪ Annual announcement of individual categories 	12/2025

Responsibility:		Budget coverage:
Rector, Legal Department, Wage and Personnel Department	Approval of the Career Code Approval of the amendment to the Internal Wage Regulation and the Catalogue of Work	No budgetary impact
Bursar, Wage and Personnel Department	Update of the Internal Wage Regulation and the Job Catalogue	OP Z+
Vice-Rector for Education and Quality Assurance	Creation of the Career Code Offering regular school-wide trainings, workshops and courses focused on professional development and current trends in the field Establishing a competency framework for all positions in line with the University's mission Implementation and customization of an existing 360-degree feedback	Strategic plan of the Prague University of Economics and Business OP Z+ ESF+

	application for middle management at VŠE Creating video tutorials on how to use the 360-degree feedback app and understand the principles of this style of assessment Creating rules for creating talent pools	
Vice-Rector for Research and Doctoral Studies	Development of the Science and research part of the Career Code Offering regular school-wide training, workshops and courses focused on professional development and current trends in Science and research Creation of a competency framework for Science and research positions Mentoring for junior researchers	Strategic plan of the Prague University of Economics and Business OP JAK
Deans, Dean's Office of Faculties Faculty's Bursar	Offering regular faculty trainings, workshops and courses focused on professional development and current trends in the field. Implementation of a competency framework for all positions in line with the University's mission Establishing career plans and monitoring their implementation by subordinates	ESF+ Budgets of faculties/departments
Heads of Departments and School-wide Departments	Undergoing a 360-degree feedback assessment and then consulting the results with your supervisor Creating career plans and monitoring their implementation by subordinates	

2.5 Satisfaction and institutional culture

The University's goal for employee satisfaction and institutional culture is to create a positive, motivating and supportive work environment that fosters a sense of belonging and motivation for all employees. The University strives to promote open communication, collaboration and mutual respect, thereby contributing to building a strong institutional culture based on values such as equality, diversity and transparency. At the same time, it strives to continuously improve working conditions and work-life balance, which has a direct impact on employee satisfaction. Among other things, the University aims to provide sufficient support for employees in specific situations so that they can more easily balance their personal and professional lives and continuously pursue their career development. By regularly soliciting feedback and proactively addressing the needs of employees, the University ensures that its institutional culture and atmosphere promote productivity, loyalty and long-term commitment.

Sub-objective	Tool	Fulfillment indicator	Term of performance
2.5.1 Building a culture of trust, autonomy and responsibility that encourages employees to adapt their working conditions to their individual needs	<ul style="list-style-type: none"> ▪ Communicating the strategy, values and culture of the Prague University of Economics and Business, promoting belonging through interfaculty cooperation ▪ Effective internal communication of important events, changes and relevant information to employees 	<ul style="list-style-type: none"> ▪ Regular publication of materials, articles, papers and newsletters (tracking awareness by number of hits and feedback based on evaluation interviews) 	Ongoing
	<ul style="list-style-type: none"> ▪ Provision of training and educational programmes for employees 	<ul style="list-style-type: none"> ▪ Constantly updated and supplemented training offer for employees 	Ongoing
2.5.2 Support for employees before, during and after maternity and parental leave	<ul style="list-style-type: none"> ▪ Development and implementation of a maternity and parental leave management strategy, including methodological interpretation for managers and HR specialists 	<ul style="list-style-type: none"> ▪ Developing a strategy for managing maternity or parental leave ▪ Implementation by managers (compliance determined by assessment interviews) 	12/2025
	<ul style="list-style-type: none"> ▪ Support for employees leaving/coming on/coming off maternity or parental leave 	<ul style="list-style-type: none"> ▪ Creation of information materials for staff leaving and returning on maternity or parental leave 	09/2025
	<ul style="list-style-type: none"> ▪ Setting up a mentoring program for parents with children, caring for loved ones 	<ul style="list-style-type: none"> ▪ Existing and cross-component mentoring programme for parents with children and carers 	12/2025
2.5.3 Supporting employees in specific life situations and reconciling work and personal life	<ul style="list-style-type: none"> ▪ Support for employees in specific life situations 	<ul style="list-style-type: none"> ▪ Analysis and creation of information and other support according to identified employee needs 	12/2027
	<ul style="list-style-type: none"> ▪ Promoting the transparent use of flexible and teleworking 	<ul style="list-style-type: none"> ▪ Implementation of part-time and home office regulations 	05/2025

2.5.4 Effective way of dealing with negative workplace phenomena, complaints (including complaints to the Ethics Committee of the Prague University of Economics and Business) and whistleblowing	<ul style="list-style-type: none"> Creation of articles, materials, procedures with information and training on dealing with negative phenomena in the workplace 	<ul style="list-style-type: none"> Effective prevention and management of negative workplace phenomena and increased awareness of related procedures and regulations 	12/2026
	<ul style="list-style-type: none"> Implementation of the new VŠE Code of Ethics and establishment of the VŠE Ethics Committee according to the new regulations 	<ul style="list-style-type: none"> The newly established Ethics Committee of the Prague University of Economics and Business and its functioning 	06/2025
	<ul style="list-style-type: none"> Analysis of the introduction of the position of ombudsman in the environment of the Prague University of Economics and Business 	<ul style="list-style-type: none"> The possible establishment of an ombudsman and clearly defined procedural procedures for his/her work 	12/2027

Responsibility:		Budget coverage:
Rector	Approval of the methodological guideline on maternity or parental leave Amendment to the Working Regulations of the Prague University of Economics and Business	OP Z+
Bursar, Wage and Personnel Department	Creation and modification of regulations governing part-time and home office	OP Z+
Vice-Rector for Education and Quality Assurance	Creation of information materials for staff leaving and returning on maternity or parental Offer training for staff on effective parenting management in an academic environment Regular production of materials, articles, papers and newsletters Offer training and education programmes for staff to raise awareness of diversity, prevent prejudice and strengthen skills in the area of inclusion	Strategic plan of the Prague University of Economics and Business OP Z+ ESF+

Deans, Dean's Office of Faculties Faculty's Bursar Heads of Departments and School-wide Departments	Implementation of the part-time and home office regulation Implementation of the methodological guideline on maternity or parental	ESF+ Faculty budgets
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2.6 Offboarding

The aim of the VŠE in the area of offboarding is to ensure that the process of employee departure is smooth and constructive, with an emphasis on maintaining good relations and future cooperation. The University aims to create an environment in which former employees who have left to work at prestigious domestic and foreign institutions and in practice remain involved in the scientific and pedagogical activities and projects of the University. In the same way, it uses the institution of emeritus professor to share the experience of retired staff. The aim is to create a platform for maintaining contacts and fostering long-term collaboration, which may include joint research projects, teaching, exchange of knowledge and experience or mentoring of junior academic and scientific staff. This approach allows the university to tap into a global network of experts, enhance its prestige and strengthen international cooperation.

Sub-objective	Tool	Fulfillment indicator	Term of performance
2.6.1 Strengthening the positive reputation of the University based on the good experience of departing employees and increasing the affiliation with the University, maintaining effective relationships with employees leaving the University for prestigious institutions abroad, at home and in business	<ul style="list-style-type: none"> Identification of reasons for leaving and regular evaluation 	<ul style="list-style-type: none"> Creating a questionnaire to find out the reasons for leaving 	Regularly
	<ul style="list-style-type: none"> Personalised communication with departing staff/students to increase belonging to the university 	<ul style="list-style-type: none"> Creation of a checklist for offboarding that includes all necessary actions (e.g. return of assets, cancellation of accesses) Establishing systematic communication with departing employees 	09/2025
	<ul style="list-style-type: none"> Personalised communication with departing staff and students 	<ul style="list-style-type: none"> Improvement of an inadequate system for sending out mass mailings with offboarding information 	12/2025
	<ul style="list-style-type: none"> Systematic cooperation with doctoral graduates who work at the Prague University of Economics and Business 	<ul style="list-style-type: none"> Established cooperation 	06/2028

	<ul style="list-style-type: none"> ▪ Analysis of the use of the Emeritus Professor Institute at the Prague University of Economics and Business 	<ul style="list-style-type: none"> ▪ Possible higher use of the institute of emeritus professor at the VŠE 	12/2028
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Responsibility:		Budget coverage:
Vice-Rector for Informatics and Digitalization	Identification of target groups that need to be addressed in offboarding Analysis of the current solution and proposal for improvement Preparation of text for mailing to individual target groups	OP Z+ ESF+
Vice-Rector for Research and Doctoral Studies	Systematic cooperation with doctoral graduates who do not work at the Prague University of Economics and Business	ESF+
Wage and Personnel Department	Creating a questionnaire to find out the reasons for leaving Creating a checklist for offboarding	ESF+
Vice-Rector for Education and Quality Assurance	Identification of target groups that need to be addressed in offboarding Analysis of the current solution and proposal for improvement Preparation of text for mailing to individual target groups Creating a questionnaire to find out the reasons for leaving Creating a checklist for offboarding	OP Z+ ESF+

2.7 Professionalisation and strategic management of individual areas of human resources management

A cross-cutting goal of the VŠE that permeates all of the above objectives is the area of professionalisation and strategic management of individual areas of human resources, i.e. the creation of an effective system that ensures consistent and high-quality management of all HR processes. The University seeks to establish standardised procedures and methodological recommendations applicable across faculties and departments to ensure a transparent and effective approach to human resource management, including recruitment, training, remuneration and talent management. As such, it is divided into two areas: aligning the approach to HR work and establishing a unified framework for strategic HR management.

2.7.1 Coordination of approach to HR work

Within the framework of quality HR work, this area will be strengthened and supported by the introduction of the role of HR coordinator at each faculty, who will ensure activities related to HR work, or the management and development of human resources and employee satisfaction. They will provide dedicated support to both senior managers and other staff. The role will be described in the job catalogue.

The methodologist of the faculty coordinators will be specialists of the Wage and Personnel Department and prospectively also a senior HR employee with experience in strategic human resources management directly reporting to the Rector. Proper definition of the work activities of these positions, authorizations and set links with the labour and economic processes at the VŠE (e.g. Labour Code, Control Rules, Circulation of Accounting Documents, etc.) will ensure a unified HR strategy and standardize its sub-processes within the VŠE. This will lead to increased transparency in personnel management and remuneration across the University. It will also benefit the uniformity of processes and the possibility of career development of employees across all departments of the VŠE.

2.7.2 Setting a common framework for strategic human resources management

VŠE aims to create a transparent and effective framework for all HR processes that will be applied across the institution. This framework will ensure that key areas such as recruitment, staff development and appraisal, performance-related pay, career development and other HR activities are conducted on the basis of clearly defined rules and principles that promote a fair and consistent approach. The aim is to ensure that all HR processes reflect the values and mission of the VŠE and its strategy, including its HR strategy.

By introducing this approach, the University aims to improve not only the efficiency of human resource management, but also to strengthen employee confidence in the fairness and transparency of decision-making processes. This framework will enable the VŠE to better respond to the changing needs of the workforce, ensure consistent application of the rules, while responding to the specific requirements of individual faculties and departments.

Sub-objective	Tool	Fulfillment indicator	Term of performance
2.7.1 A coordinated framework for human resource management improve the efficiency and quality of HR work across the organisation and all its business units	<ul style="list-style-type: none"> Establishment of faculty HR coordinators according to the conditions and size of individual faculties 	<ul style="list-style-type: none"> Establishment of faculty HR coordinators at VŠE faculties 	12/2025
	<ul style="list-style-type: none"> Creation and implementation of a strategic plan that reflects the University's strategic goals 	<ul style="list-style-type: none"> A regularly evaluated strategic plan in the area of human resources that reflects the strategic goals of the University 	3/2025
	<ul style="list-style-type: none"> Establishing a methodology for managing maternity or parental leave 	<ul style="list-style-type: none"> Establishing a methodology for managing maternity or parental leave 	05/2025
	<ul style="list-style-type: none"> Updating internal regulations 	<ul style="list-style-type: none"> Updating internal regulations 	12/2025

	<ul style="list-style-type: none"> Creation of a strategic human resources management position reporting directly to the Rector 	<ul style="list-style-type: none"> There is a strategic human resources management position reporting directly to the Rector 	12/2028
	<ul style="list-style-type: none"> Developing a data-driven human resource management strategy and evaluating the set processes 	<ul style="list-style-type: none"> There is a human resource management strategy supported by data and evaluation of the set processes 	12/2029
2.7.2 Regular monitoring of progress against planned strategies and expected outcomes, communicating findings to key stakeholders	<ul style="list-style-type: none"> As part of the monitoring process, the school carries out a formal risk analysis and develops plans to mitigate the main risks identified 	<ul style="list-style-type: none"> Regular monitoring 	12/2026

Responsibility:		Budget coverage:
Rector	Approval of the strategic human resources management plan Approval of the methodology for managing maternity or parental leave	No budgetary impact
Bursar, Wage and Personnel Department Vice-Rector for Education and Quality Assurance Vice-Rector for Research and Doctoral Studies	Updating internal regulations Regular monitoring Receiving the HR Award	OP Z+ ESF+
Deans Faculty's Bursar	Effective provision of HR activities at the faculty Contribution to the strategic priorities and accreditation commitments of VŠE	ESF+ Faculty budgets

3. Risks, limits of implementation and their mitigation

The risks associated with the implementation of the strategic plan for human resources management at the VŠE may significantly affect the achievement of the set objectives. The main risks include the human factor, which includes a lack of understanding or respect for the strategic plan by employees and managers, as well as reluctance or resistance to follow changes in HR management. Technological failure is another risk that can disrupt the effectiveness and continuity of HR activities. Due to their nature, the risks identified are not set out for the sub-objectives, but are the focus of this summary chapter where they are discussed in detail as they cut across the objectives and tools throughout the strategy. At the same time, options for minimising their negative impact on the achievement of the strategic plan objectives are suggested.

Risk	Description of risk	Risk limitation
Human factor (Misunderstanding or disregard of the strategic plan by employees and managers)	If managers do not respect and behave according to the agreed HR strategy, it can lead to reduced efficiency, lower morale, and an inability to achieve the objectives.	Communication and training: ensure that all employees and managers are thoroughly briefed on the HR strategy through regular communication and training. Explain the importance of the strategy and its benefits for the whole organisation.
The human factor (Resistance to change in human resource management)	The introduction of new processes and digitalisation can be met with resistance from employees, which can slow or complicate the implementation of change.	Active communication with employees, providing manuals, methodologies and checklists, providing video instructions, manuals, training or other support in the transition to new systems.
Isolation of HR functions	Uncoordinated activities between faculties and the Rector's Office in the field of HR, which can lead to inefficient use of resources, inconsistencies in the information provided to employees or, on the contrary, duplication of work.	Promote collaboration between faculties and the Rector's Office, sharing information and working practices with each other.
Technological failure	Technology failures or cyber-attacks can disrupt digitised HR management processes, leading to data loss and operational disruption.	Fulfilling the Concept of cyber education of the Prague University of Economics and Business, investment in cyber security and data protection.
Legislative changes	The emergence of legislative changes in these areas and the need to update regulations.	Monitoring legislative changes.
Financial risks	Increased financial cost of career paths leading to excellence and more professional provision of HR processes	Strategic management of faculties, monitoring of financial and performance indicators and systematic management of human resources

Project financing	Failure to allocate projects that carry key resources to meet the goals of the strategic plan or failure to meet all project requirements that will result in a reduction in funding to the VŠE or potential penalties	Professional project management, meeting indicators, adherence to assignments.
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Conclusion

The Strategic Human Resource Management Plan of the VŠE is a key tool for achieving the long-term goals of the organisation through effective human resource management. By focusing on talent acquisition and retention, employee development and training, fostering an inclusive work environment, and introducing innovative approaches to performance management and attractive remuneration, it lays the foundation for a successful and sustainable future for VŠE.

The implementation of the VŠE Strategic Plan will require not only the commitment and cooperation of all levels of management and staff, but also constant monitoring and adaptation to current needs and challenges. Consistent implementation of the strategic plan will result in a significant improvement in employee satisfaction, an increase in the quality and relevance of their activities and an overall strengthening of the VŠE brand as an employer of choice.

Personnel management is a strategic priority of the VŠE and as such will be given an appropriate position in its management structures, as well as adequate provision at the level of the Rectorate and the faculties.