

# HR Excellence in Research:

**Action Plan 2021-2023 (REPORT)**

**Action Plan 2024-2027 (PLAN)**



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Web link to published version of organisation's HR Strategy and Action Plan	<a href="https://www.ceitec.eu/hr-strategy-hrs4r/t10811">https://www.ceitec.eu/hr-strategy-hrs4r/t10811</a> Note: CEITEC Masaryk University is a member of CEITEC consortium. All members of CEITEC consortium present their HRS4R at the consortial website. Please refer to Career section – HRS4R Award and then select „CEITEC Masaryk University“ [ <a href="https://www.ceitec.eu/">https://www.ceitec.eu/</a> => Career => HRS4R Award => CEITEC Masaryk University].
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# INTRODUCTION WORD

During 2018-2023, we formulated many new rules, procedures, and policies in the area of HR, starting with the career system, followed by the recruitment policy, the onboarding system, the leadership policy, the wage policy and others. Internal discussions about these policies and rules were demanding and delicate but were worth the capacity invested. With a vision of reaching a broad consensus and having our researchers on board, we invested a significant amount of time into internal discussions. During the period of 2021-2023 (after interim assessment), we shifted our focus on the proper implementation of policies and systems developed in the past years. **For the upcoming period of 2024-2027, we want to strengthen sustainability of actions developed and implemented during 2018-2023.** It is important to note that keeping newly launched actions in operation (sustainable) is as important as launching them. Moreover, our experience shows that over time, new actions are becoming more tailored made for researchers, more common/appreciated by recipients and more researchers are asking for the HR support (e.g. in recruitment, in onboarding, in consultations). This phase is critical for overall success and impact of our policies and procedures.

In the previous period, we learned that the **involvement of researchers (R1-R4) in the HR Award implementation is essential.** The narrow view of management or administrative departments must be widened by the view of researchers at all career stages. The Institute's management defines standard rules and procedures to be followed (e. g., recruitment rules, evaluation system, onboarding procedure) and provides administrative support to the implementation. But the real experience of employees comes primarily from the direct relationship and cooperation with her/his superior (group leader). That is why we systematically **strengthened cooperation with group leaders and heads of workplaces** as key players in the HR management during 2021-2023. For the upcoming three years, we plan to open a **systematic communication and cooperation with early-stage researchers** (PhD candidates and postdoctoral fellows).

*Please refer to the 'Strengths and Weaknesses of Current Practice' chapter of the Internal Assessment for contextual information and our motivation to implement the actions presented below.*

# EXECUTIVE SUMMARY

HRS4R action plan for 2021-2023 contained 46 actions with 94 % successfully implemented. For 2024-2027, we are planning to implement 20 actions (including three actions being extended from the previous plan).

<b>Status of implementation: HRS4R action plan 2021-2023</b>	<b>No. of actions</b>	<b>%</b>
Completed	46	94
Extended	3	6
<b>Total</b>	<b>49</b>	<b>100 %</b>
<b>New HRS4R action plan 2024-2027</b>	<b>No. of actions</b>	<b>-</b>
New	17	-
Actions from the previous plan	3	-
<b>Total</b>	<b>20</b>	<b>-</b>

Summary of priority areas in the Action Plan for the HR Excellence in Research Award at CEITEC Masaryk University (2024-2027):

- 1. Recruitment and onboarding practices**
- 2. Career system and career development**
- 3. PhD School development**
- 4. Researchers' evaluation system (incl. leadership assessment)**
- 5. Working environment, communication and participatory management**
- 6. Gender equality and diversity management (Gender Equality Plan)**

# HR EXCELLENCE IN RESEARCH AWARD AT CEITEC MASARYK UNIVERSITY: ACTION PLAN 2021-2023 IMPLEMENTATION REPORT

(2024-04-12)

Note: All actions completed in 2018-2020 (and reported in the Interim Assessment Report) are not included in this document.

Note: New Gender Equality Plan 2021-2023 was added to the table (see actions 72-87). These actions were added after the interim assessment.

No. 1	Action	Status (new, in progress, completed, extended) <sup>2</sup>	Remarks	Deadline (Q YEAR)	Responsible Unit	Indicator(s) / Target(s)
6	ONBOARDING: orientation of new employees: Launch of new orientation system (process) for new employees	Completed	<p>Onboarding (orientation/adaptation) system at CEITEC MU is defined by the Director's Measure 1/2021 "Onboarding of CEITEC MU Employees" (effective as of 1<sup>st</sup> February 2021). This measure defines the rules for the onboarding of employees in the employment relationship and provides recommendations for the implementation of individual steps of onboarding taken by the direct supervisor of the employee.</p> <p>The onboarding system consists in acquainting the employee with the work environment, internal culture, work style, technologies, specific regulations, and general conditions in which s/he will perform the work, including meeting the colleagues.</p>	1Q 2023	HR department	<p>INDICATOR: Director's measure regulating onboarding procedure number of new employees that went through the orientation procedure;</p> <p>TARGET: All employees undergo the orientation procedure</p>

<sup>1</sup> Unique number of the action in the Euraxess online form.

<sup>2</sup> **New** = new action that was not included in the original HR Award Action Plan; **in progress** = deadline of the action is in the future; **completed** = successfully finished/implemented action; **extended** = deadline was postponed.

		<p>The head of workplace (typically research group leader) is responsible for providing information related to the given position and workplace. HR department takes care of all documents needed to establish an employment relationship and other administrative issues. Particularly in case of international employees, there is a Welcome Office Manager in the HR Department who provides services related to moving to Brno, including stay permits, accommodation, etc.</p> <p>As part of the onboarding process, HR manager offers an opportunity to meet and discuss ongoing adaptation of new employee (typically during the probation period). It is also recommended that during the probation period, the head of the workplace and the employee meet for mutual feedback on cooperation.</p> <p>Following the Director's Measure 1/2021 "Onboarding of CEITEC MU Employees", we have issued practical guidelines as well:</p> <p>(1) Onboarding at CEITEC MU: This document describes the onboarding process for newcomers taking job at CEITEC MU. It aims to provide a methodological support to the employees who will be helping the newcomer in his/her initial days (supervisor, delegated person, etc.) in the given position. Among other things, the document includes information on competencies and responsibilities of individuals who will be in close contact with the newcomer, whether there are administrative matters or activities related to the workplace where he/she comes. The document also includes a description of procedures that precede the first day on board. It also includes useful links and information on services provided by administration departments, Welcome Office services, and a link to "Your guide to CEITEC MU", etc.</p> <p>(2) Onboarding of Group Leaders and Core Facility Heads: This document describes the onboarding process specifically when we appoint a new group leader (GL) or core facility head (CFH).</p> <p>(3) Template of the onboarding plan for heads of workplaces.</p> <p>LINK to all documents related to onboarding of new employees:  <a href="https://is.muni.cz/do/ceitec/uredni_deska/opatreni_reditele/opatreni_reditele_2021_01_-_adaptace_zamestnancu_ceitec_mu/">https://is.muni.cz/do/ceitec/uredni_deska/opatreni_reditele/opatreni_reditele_2021_01_-_adaptace_zamestnancu_ceitec_mu/</a></p> <p>Besides other important documents and information, all new employees receive the informational brochure called <i>Your Guide to CEITEC MU</i>, available at <a href="https://is.muni.cz/do/ceitec/new_employees_guide/">https://is.muni.cz/do/ceitec/new_employees_guide/</a>.</p>			
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			<p>According to recent survey among CEITEC MU employees (2023) focused on quality of administrative services, 83 % of group leaders is highly satisfied or satisfied with the quality of onboarding support (the service received grade of 1.5 grade with 1=excellent, 5=absolute dissatisfaction).</p> <p>From the practical experience, around 90 % of new employees use the opportunity to meet with the HR manager at the end of their trial period (third month) at CEITEC. The meeting is not obligation but an opportunity for new employees and helps to build an individual relationship between employee and HR manager as well as building a mutual trust and also identify any potential issues to be addressed.</p>			
7	<p>ONBOARDING: orientation of new employees: Work@CEITEC_MU webpage will be developed as part of recruitment and orientation process</p>	Completed	<p>We have prepared and implemented a whole new web section "Career" at CEITEC website (<a href="https://www.ceitec.eu/career-homepage/t10698">https://www.ceitec.eu/career-homepage/t10698</a>). The section includes open vacancies, reasons to work at CEITEC, information about living in Brno, Czech Republic, and a presentation of Welcome Office for foreign employees. Additionally we revised the job advertisement templates to include details about the recruitment procedure and how is it organised, with a link to our recruitment policy (<a href="https://www.ceitec.eu/jobs/">https://www.ceitec.eu/jobs/</a> - please filter institution "CEITEC MU" to view our adverts; we are a member of CEITEC consortium that has several partner institutions advertising their positions at the same web page). We focused on implementing and using gender-sensitive language as well. Informal feedback gathered from the applicants and hiring managers regarding the templates was positive.</p>	2Q 2021	Director's office	<p>Work@ CEITEC_MU website launched</p>
10	<p>OPEN ACCESS: ORION project will cover all RRI activities implemented in the period of 2017–2021 at CEITEC MU. Individual activities and outcomes are not stated here and will be implemented in line with the project plan.</p>	Completed	<p>CEITEC MU fulfilled Responsible Research and Innovation (RRI) activities under the ORION project in 2017-2021. In the scope of the project, CEITEC MU prepared an analysis of knowledge and practice related to Open Science and RRI and organised the National Stakeholder Workshops on Open Science in the Czech Republic. CEITEC MU also co-organised a public dialogue on Open Science in the Czech Republic.</p> <p>For the period after 2021, the coordination of the Open Science agenda was transitioned to the university level, and an action plan for 2022-2023 was formulated and implemented.</p> <p>The CEITEC MU Open Science website (<a href="http://openscience.ceitec.cz/">http://openscience.ceitec.cz/</a>) was created, and news about Open Science and RRI are regularly</p>	3Q 2021	Research and innovations support department	<p>Regular report on Open Science Open Science web page Internal newsletters (Open Science section)</p>



			<p>published in the CEITEC MU monthly internal newsletter in the specific Open Science section.</p> <p>The CEITEC MU representative is the coordinator for Open Access for the science-technology-medicine fields at Masaryk University for the university project on the topic of Open Access. This representative is a member of the Open Science core team at Masaryk University and works on the revision of existing documents, repository and data storage, and provides direct support for research and administrative staff at Masaryk University.</p> <p>CEITEC MU is active in open access initiatives, and trains researchers and administrative staff on the topic of Open Science (e.g. Open Science Workshop 2023 – 14.6.2023; Open Science Week 2023 – 16.10.-20.10.2023; CC licenses webinar online – 6.11.2023; KRECon 2023 Knowledge Research Education Conference 2023, Prague – 9.-10.11.2023; Springer Nature Open Access Publishing Summit – 8.2.2024; Introduction to Persistent Identifiers (PIDs) - 22.3.2024; Introduction to Research Data Management - How not to get overwhelmed by data – 27.3.2024).</p> <p>Every year (since 2018), an analytical report is prepared on Open Access at CEITEC MU and includes a summary of activities on the topics of Open Science and RRI. The report is presented to the management, and to the Director's Board.</p>			
18	EVALUATION: annual evaluation of group leaders will be designed, focusing on managerial and supervisor performance. The evaluation will be closely linked to training offered for group leaders.	Completed	<p>In 2022, CEITEC MU adopted a complex Leadership Policy that is built on three main pillars: (1) Leadership assignment ("statement of expectation"), (2) Leadership development, and (3) Leadership assessment.</p> <p>The general policy of the CEITEC MU on leadership is to provide a framework for developing and evaluating competencies and other attributes needed for being a good team leader. The systematic approach defines leadership assignment, sets up the minimal standard for the leadership (binding rules), and provides recommendations and further information that help develop a realistic and modern leadership style of team leadership. It also establishes the evaluation system in the form of regular interviews between representatives of the management of the institute and the team leaders. This tool should help reveal the possible irregularities and shortcomings at the beginning stage, prevent</p>	2Q 2023	Scientific Secretary	<p>INDICATORS:</p> <p>Guidelines for group leaders' regular evaluation;</p> <p>number of evaluation meetings per year (held by director with group leaders);</p> <p>assessment report on the pilot evaluation interviews with group leaders;</p> <p>TARGET:</p>

			<p>failures in the team's direction, and encourage team leaders to be active employees.</p> <p>The leadership assessment is set up as a regular procedure that is organised every year in case of junior group leaders, and every three years in case of senior group leaders.</p> <p>In 2023, a leadership assessment interviews were piloted. CEITEC director held the interview with eight (out of 28) group leaders. Scientific secretary together with the HR department is responsible for preparation of background documents, including collection of anonymous feedback by members of the research group and other collaborators of the assessed group leader. There is a written report from the leadership interview that is mutually agreed, including action points.</p> <p>In the meantime, group leaders are offered with a set of training opportunities focused on managerial and leadership skills. See action 59 for more information.</p> <p>Link to the Leadership Policy:  <a href="https://is.muni.cz/do/ceitec/uredni_deska/politiky_a_koncepcce/CEITEC_Leadership_Policy_signed_2022-02-22.pdf">https://is.muni.cz/do/ceitec/uredni_deska/politiky_a_koncepcce/CEITEC_Leadership_Policy_signed_2022-02-22.pdf</a></p>			all junior group leaders are evaluated as managers/supervisors at least every two years
22	RECRUITMENT: an analysis of available and efficient ways for promotion of new vacancies will be done to provide researchers with information on new ways to advertise positions and reach more candidates with increased quality	Completed	The HR Department prepared a summary of platforms and their specifics that are relevant to be used to advertise positions. Hiring managers are offered a list of ways for promotion of new vacancies, tailored to a particular position (e. g. for postdocs, for technicians).	2Q 2021	HR department	List of available ways for promotion of new vacancies
23	RECRUITMENT: all open vacancy templates will be updated, implementing the new recruitment policy and OTM-R	Completed	Universal templates for advertising various positions (according to the career system categories) were created in both Czech and English in 2021 (and amended in 2022). The head of the workplace only fills in the part that informs the applicant about the scope of work and requirements that the candidate should meet. The templates were reviewed for compliance with gender-sensitive language	3Q 2022	HR department	Updated templates for research positions (documents)

	principles and principles of gender-neutral (gender-sensitive) language		<a href="https://www.ceitec.eu/jobs/">(https://www.ceitec.eu/jobs/</a> - please filter institution "CEITEC MU" to view our adverts; we are a member of CEITEC consortium and you can find adverts by other CEITEC partners at the web page as well). However, it must be noted that particularly templates for open positions are under a constant development not only due to requirements for language used, but also from the perspective of marketing purposes.			
26	CAREER: a debate with the rector's office and faculties will be initiated regarding unification of standards for CEITEC PhD candidates	Completed	CEITEC MU as a higher education university institute of Masaryk university is not providing PhD education. PhD programmes are accredited by the university faculties. Researchers of CEITEC MU participate as supervisors of PhD candidates. Up to 2022, there was not a unified standard of PhD programmes across Faculty of Sciences, Faculty of Medicine and CEITEC MU. The discussion on the unification of educational standards for "CEITEC PhD candidates" (meaning PhD candidates with a supervisor from CEITEC MU) was initiated by the vice-deans for research of the Faculty of Medicine, the Faculty of Science, and the scientific secretary of CEITEC MU. The discussion resulted in the approval of a memorandum on the cooperation on doctoral studies in 2022, which declares the willingness of the faculties to discuss common standards. In some respects, the standards have already been unified (e. g., requirements on mobility). At the same time, the MUNI Mendel Doctorandus programme was opened ( <a href="https://mmd.muni.cz/about">https://mmd.muni.cz/about</a> ), which sets qualitative rules for the completion of doctoral studies for exceptional students across Life Sciences doctoral programmes at MU. In the future, CEITEC MU will continue in further actions aiming to standardize experience of CEITEC PhD candidates across faculties and study programmes.	4Q 2022	Scientific secretary	Memorandum on the cooperation on doctoral studies signed
33	STABILITY/SECURITY: an action plan aiming to minimize perceived instability by employees will be formulated and implemented. It should cover activities such as: b) regular HR data monitoring, which will also include information on permanent/temporary contracts. Management	Completed	HR monitoring report was amended with new tables on share of employees with fixed/indefinite contracts (disaggregated by position category and gender).  In 2023, 88 % of researchers had contract for definite period. When we take a closer look at a seniority of position, we can identify a clear pattern that with increased seniority, share of indefinite contracts is increasing (0 % among PhD candidates and postdocs, versus 77 % among group leaders and 100 % among heads of research centres). Presented data reflect the nature of the positions, CEITEC MU career system, national/international grant system, structure of CEITEC MU budget (with app. 80 % of the budget constituted by grant sources).	1Q 2021	HR department	% of employees with temporary contracts (disaggregated by position, gender)

	will evaluate share of permanent/temporary contracts.					
37	WAGE POLICY: a new internal wage policy will be adopted that will be in line with the career system	Completed	<p>Wage analysis followed by the adoption of Wage Policy was a priority action in the period after the interim assessment and the renewal phase. The current system is based on independence of group leaders in setting wages and distributing annual bonuses to their team members. Up to 2023, there was no institutional wage policy. This action was formulated based on a presumption that non-existing wage system might cause discrepancies in the remuneration of employees that needs to be addressed and corrected.</p> <p>In the first phase, internal working group prepared a detailed analysis of wage levels, including break down to individual research groups (workplaces). The analysis covered all parts of the wages, including bonuses.</p> <p>In the second phase, working group together with the director and deputy director for science discussed results of the wage analysis and formulated institutional wage policy. The policy was presented to group leaders, presented at the all-hands meeting with all employees and adopted in 2023.</p> <p>The policy was adopted in a form of Director's Measure "Wage Policy, Evaluation and Remuneration of CEITEC MU Employees" (effective as of 1. 1. 2024). Newly, the regulation sets up a recommended minimum wage for individual positions according to the career system, recommends planning of wage increases in the projects, sets principals for wage indexation (valorisation) and defines rule for annual bonuses distribution.</p> <p>Link:  <a href="https://is.muni.cz/do/ceitec/uredni_deska/opatreni_reditele/opatreni_reditele_2023_08_-_mzdova_politika_hodnoceni_a_odmenovani_zamestnancu_c/">https://is.muni.cz/do/ceitec/uredni_deska/opatreni_reditele/opatreni_reditele_2023_08_-_mzdova_politika_hodnoceni_a_odmenovani_zamestnancu_c/</a></p>	4Q 2023	HR department	Wage policy adopted (document)
38	WAGE POLICY: analysis of wage levels will be prepared, including gender pay gap analysis	Completed	<p>See description of the action 37 for the general wage analysis.</p> <p>See description of the action 84 for information about the gender pay gap analysis.</p>	3Q 2023	HR department	Analysis of wage levels (document)

39	WAGE POLICY: particularly in the group of group leaders and core facility heads, transformation to the system of contractual salaries will be considered	Completed	See description of the action 37.	4Q 2023	Director	Wage policy adopted (document)
40	GENDER EQUALITY: CEITEC MU will continue in implementation of the 2016-2019 Gender Equality Plan. For 2019–2023, new Gender Equality Plan(s) will be formulated [*Gender Equality Plan]	Completed	<p>In 2021, CEITEC MU performed gender audit and formulated Gender Equality Plan 2021-2023 based on its results. The GEP III builds upon work implemented as a part of GEP I (2016-2019) and GEP II (2019-2020). The GEP III reacts on challenges in the area of gender equality as identified by the European Union and is designed to be fully in line with the Strategic Plan of CEITEC MU for 2021-2028 and with the HR Strategy of CEITEC MU (2018). In comparison to GEP I and GEP II, the GEP III broadens its focus to GENDER+ approach (also referred as „intersectional approach“) that involves also other potential grounds for discrimination such as age, ethnicity, disability and sexual orientation.</p> <p>GEP III was formally approved by the director and is publicly available at the CEITEC MU website: <a href="https://www.ceitec.eu/equal-opportunities-and-diversity/t10876">https://www.ceitec.eu/equal-opportunities-and-diversity/t10876</a></p> <p>As a part of the renewal of the HRS4R and preparation of the new action plan, a preparation of GEP IV is included (see action no. 88).</p> <p>IMPORTANT NOTE: All GEP action were incorporated as part of the HR Award action plan. “GEP actions” are marked with the “GEP” label so that the gender equality topic is not marginalised and “lost” in the overall HR agenda.</p>	4Q 2023	Director's office, scientific secretary, HR department (GEP team)	Regular reporting of the GEP implementation; monitoring of gender-disaggregated data and their assessment
42	CAREER: the career system needs to address the importance of mobility experience. Researcher mobility requires an overall analysis to define various types of mobility, gather	Completed	<p>The Career System of CEITEC MU that was adopted in 2020 (as a part of the HRS4R action plan) includes an expectation of mobility experience at various research positions (R1-R4).</p> <p>Regarding outcoming mobility, based on government regulation No. 274/2016 Coll., completion of a stay or an internship abroad in the total length of at least one month (i. e. 30 days; may consist of several shorter stays) is a compulsory part of doctoral studies. This applies fully to students enrolled in 2019/2020 and later, and adequately to students enrolled prior this academic year (approval given on individual basis by</p>	2Q 2022	Scientific secretary	<p>Mobility analysis (document);</p> <p>monitoring mobility;</p> <p>number of researchers (incoming mobility/outgoing mobility)</p>

	quantitative and qualitative data on most common barriers for mobility and focus on questions of possible budget evidence centralization, definition of expectations, etc.		<p>the doctoral committee). These internships are coordinated with the mobility coordinators at each faculty on which the doctoral program is accredited.</p> <p>From the perspective of the incoming researchers (incoming mobility), CEITEC MU focused on standardisation and optimisation of central support for research groups that are hosting incoming researchers. Research and Innovation Department is responsible for providing information, administrative and logistical support in line with a newly formulated methodological guideline. Information regarding the support for incoming researchers is included in the Intranet (PORTAL). Thanks to this, all the mobility is recorded and the proper agreements including the work safety are ensured. In 2023, CEITEC hosted 44 researchers as incoming interns.</p> <p>Link to the Career system:  <a href="https://is.muni.cz/do/ceitec/uredni_deska/opatreni_reditele/opatreni_reditele_2018_09_-_karierni_system/">https://is.muni.cz/do/ceitec/uredni_deska/opatreni_reditele/opatreni_reditele_2018_09_-_karierni_system/</a></p>			
51	EVALUATION: a procedure of annual evaluation interviews will be established. The procedure will be in line with the career system and system of training planning.	Completed	<p>In 2023, CEITEC MU adopted a major amendment of the internal regulation in the agenda of employees' evaluation. The Director's Measure 8/2023 Wage Policy, Evaluation and Remuneration of CEITEC MU Employees constitutes the institute's wage policy and rules for the evaluation and remuneration of CEITEC MU employees to create transparent, fair and motivational conditions for all employees (and replaces previous regulation from 2017).</p> <p>According to the regulation, evaluation of employees takes place at least once a year between the head of workplace (direct supervisor) and employee (this was included in the previous rules as well). Newly, a written record of the course of the evaluation process is made and agreed by superior and employee.</p> <p>In 2023, the HR department collaborated with five research group leaders and core facility heads to create and test an innovative employee evaluation process, including monitoring tool. This system is now prepared to be used in 2024 for the first time. Each Group Leader/CF Head is obliged to conduct an annual interview with their employees. Questions for the interview are administered through the Information System (IS) and comprise two forms. The first form covers key areas such as motivation, job satisfaction, cooperation, feedback, and professional growth, while the second focuses specifically on individual development plan. Employees complete these forms before</p>	1Q 2024	HR Department	<p>Director's Measure (or internal policy) on employees' annual evaluation monitoring system;</p> <p>number of evaluations</p>

			<p>the interview, facilitating a discussion with the supervisor. As part of the interview, there is also two-way feedback, which the superior enters into the application. The evaluation process concludes with a written confirmation of the assessment's content accuracy by both the employee and superior, emphasizing transparency and efficiency. At the end of the evaluation period, the HR manager checks that employees and Group Leaders/Core Facility Heads confirmed the answers in the application, exports the records into the internal information/economical system, and finalizes the whole evaluation.</p> <p>To ensure a smooth process, Group leaders and Core Facility Heads (CFH) underwent a training in April 2024, enabling them to lead interviews and effectively utilize the evaluation application.</p> <p>Thanks to this method, it will be possible to monitor the entire evaluation process and what has been identified as essential by internal (e.g., Postdoc satisfaction questionnaire) and external surveys (e.g., Gender Studies survey) - promoting direct communication between the superior and the employee to set mutual expectations regarding their cooperation.</p> <p>Link:  <a href="https://is.muni.cz/do/ceitec/uredni_deska/opatreni_reditele/opatreni_reditele_2023_08_-_mzdova_politika_hodnoceni_a_odmenovani_zamestnancu_c/">https://is.muni.cz/do/ceitec/uredni_deska/opatreni_reditele/opatreni_reditele_2023_08_-_mzdova_politika_hodnoceni_a_odmenovani_zamestnancu_c/</a></p>			
52	REPORTING: monitoring for the system of annual evaluation interviews will be designed and launched	Completed	See description of the action 51 that includes a complex information regarding the annual evaluation interviews, including the monitoring system.	1Q 2024	HR department	Annual evaluation monitoring system; Number of evaluations
54	REPORTING: HR monitoring and reporting system, including key performance indicators (KPI) and their target values, is to be revised with a focus on the HR	Completed	The main KPI in this context is defined by the Strategic Plan 2021-2028, which states an optimal size of the institute of 30 research groups. The jobs systemisation goes further and defines minimal/maximal size of the research group in term of FTE. As for the other indicators, HR departments prepares annual HR report. The HR report includes data on the number and structure of employees (incl. disaggregation by gender/age/nationality/type of contract), data on recruitment, etc.	4Q 2022	HR department	Reporting plan and structure of reports approved; reports to the management

	strategy and action plan reporting					
55	COOPERATION: raising cooperation between researchers and administrative staff and researchers' involvement in developing new policies, norms, actions through joint working groups on specific topics	Completed	In the previous period, we learned that the involvement of researchers in HR Award implementation is essential. The narrow view of management or administrative departments must be widened by the view of researchers of all career stages. During 2021-2024 period, we focused on joint working groups involving researchers and administrative staff. We organised eleven focus groups with 55 researchers in total, e.g. to discuss onboarding system, evaluation of research employees, mentoring, work-life balance and gender equality, etc. Based on the topic, we invited relevant categories of researchers (R1-R4). Our experience with organising these discussions and focus groups is very positive – both from the perspective of the management and involved members. This participatory style prevents new policies, rules and procedures to overlook needs of all involved parties.	4Q 2023	Deputy Director for Administration	Number of working groups; 11 number of researchers involved in the working groups - 55
56	RECRUITMENT: update of the Director's Measure No. 5/2016 Rules of Tenders for Employee Recruitment	Completed	In 2020, the Institute successfully adopted the recruitment policy (OTM-R policy). As a next step, the internal binding norm (Director's Measure 2/2023 Rules of Selection Procedure and Recruitment Process was adopted to incorporate the policy, specifying responsibilities, procedures, quality standards, etc.  As a part of the recruitment policy implementation, these areas/measures were covered: (1) Advert templates using gender sensitive communication (including methodology for their usage), (2) Guidelines and training on gender sensitive communication and advert templates preparation, (3) Training for selection committee members as an obligatory precondition for nominating the committee members, (4) Amendment of the monitoring/reporting system with gender-disaggregated data of the recruitment agenda (composition of committees, share of men/women in all stages of the procedure).  Please refer also to the OTM-R checklist to see that the Director's Measure 2/2023 is in line with the principles stipulated by the Charter and Code.  Link: <a href="https://is.muni.cz/do/ceitec/uredni_deska/opatreni_reditele/opatreni_reditele_2023_02_-_pravidla_vyberovych_rizeni_a_naboroveho_procesu/">https://is.muni.cz/do/ceitec/uredni_deska/opatreni_reditele/opatreni_reditele_2023_02_-_pravidla_vyberovych_rizeni_a_naboroveho_procesu/</a>	2Q 2023	HR department	Director's Measure on recruitment



57	RECRUITMENT: assessment of the recruitment policy implementation	Completed	<p>In 2020, the recruitment policy was issued. In 2021, implementation of the policy has been launched, followed by adoption of the Director's Measure in 2023. By this action, we wanted to assess how the policy and related Director's Measure are being implemented and if there is a need for its amendment.</p> <p>Based on the assessment report, the rules and recommendations stated in the Director's Measure 2/2023 and Recruitment Policy are being followed. In several cases, HR Department reported that HR manager was not a member of a selection committee. This issue will be addressed.</p> <p>From the perspective of amending of the rules, the report identifies no need for such amendment, and identifies rather practical actions that we can launch or further improve, such as using active head-hunting at social networks, such as using LinkedIn for recruitment of researchers, improving recruitment (marketing) package, and using psychodiagnosics tools in recruitment.</p>	1Q 2024	HR department	Report on recruitment policy implementation (internal document)
58	TRAINING: evidence of employee training will be established and used for career development	Extended	<p>During our work on the improvement of career development of our employees, we identified a need to have evidence of employee training records (including those from the previous employment/studies). This would help all group leaders and heads of worksites to define and plan future career development together with employees (mostly with early-stage career researchers). The currently available system for monitoring employees' training participation (Magion) is not optimal for our use. The system enables the generation of a basic overview of training history of each employee. However, the system is outdated and not user-friendly, and occasionally, training data is incomplete or missing (depending on the person responsible for recording the participation).</p> <p>In 2023, university-wide unit responsible for employees' career development and training (CERPEK MU) has initiated the development of a new educational platform. The new platform seeks to offer a comprehensive, long-term view of employee engagement in educational activities. A representative from the CEITEC HR department is actively participating in discussions within CERPEK's Learning &amp; Development coordinators group to facilitate the platform's setup. The primary objective of this new platform is to enhance the planning, execution, and evaluation of educational activities. All data will be centralized, automatically updated, and the entire coordination process (including</p>	1Q 2022	HR department	Set and implement the system of evidence of training

			<p>training records) will become more transparent. As soon as pilot testing of the application will be ready, we will be involved.</p> <p>Given the above-described development at the university level, we are extending the action to the next period.</p>			
59	TRAINING: Leaders Training Academy	Completed	<p>With this activity, our goal was to further support the development of group leaders, who serve as heads of worksites and hiring managers, by offering them diverse training opportunities. Successful collaboration with group leaders is crucial for implementing new HR policies and for shaping the internal culture in the desired direction. The Leaders Training Academy was established as a key component of the CEITEC MU Leadership Policy (for more information about the policy itself, refer to Action 18).</p> <p>Link:  <a href="https://is.muni.cz/do/ceitec/uredni_deska/politiky_a_koncepcce/CEITEC_Leadership_Policy_signed_2022-02-22.pdf">https://is.muni.cz/do/ceitec/uredni_deska/politiky_a_koncepcce/CEITEC_Leadership_Policy_signed_2022-02-22.pdf</a></p> <p>During the reporting period, we provided managerial/leadership courses and training to our group leaders and core facility heads. The offerings were structured based on experience levels, starting with a Talent Management program for potential future leaders, then Junior Managers program for junior leaders, and Senior Managers program for experienced leaders. In 2021-2023, a total of five group leaders, two core facility heads, and thirty other employees participated in the managerial or talent programs offered by the university and facilitated by external experts. Recognizing the ongoing need for support, we plan to continue these managerial courses in the upcoming years.</p> <p>Providing employee feedback is undoubtedly a skill that belongs to a leader's repertoire. Ten administrative staff in managerial positions and four research leaders attended a workshop on employee evaluation from 2021-2023.</p> <p>In addition, we offered targeted training exclusively to CEITEC MU employees. In 2022, we collaborated with Hfp Consulting, a well-respected educational institution specializing in researcher development, to host a full-day leadership workshop. This event provided an excellent opportunity for junior group leaders, core facility heads, and senior researchers to evaluate their managerial needs, acquire essential leadership skills, and engage in practical exercises that fostered leadership thinking within a research group or core facility</p>	1Q 2023	HR department	<p>Training plan for leaders;</p> <p>number of leaders that participated in the academy</p>

			<p>context. Nine participants attended the workshop. We also held a webinar for leading scientific professionals in English, focusing on working with cultural differences from a leadership position and preventing potential conflicts arising from misunderstandings. This webinar was attended by five research group leaders and four core facility heads. Recognizing the crucial role of mentoring in supporting the career growth of young researchers, we organized a workshop focused on academic mentoring for mentors. Five researchers attended the workshop.</p> <p>In 2023, we took the initiative to enrol three core facility heads in a comprehensive management and leadership course in Germany. Two completed the workshop in September 2023, and the third in January 2024. Finally, our new group leader (hired in 2023) also participated in the EMBO Laboratory Leadership course in 2024. Consistent with our Leadership Policy, we aim to expand this training to encompass all new group leaders and core facility heads.</p>			
60	CAREER: support of networking opportunities (incl. mini teambuilding activities)	Completed	<p>We want to connect various groups of employees among each other to support mutual understanding and collaboration.</p> <p>During 2021-2024, we introduced and continued in these networking events:</p> <ol style="list-style-type: none"> <li>1) Leaders Lunches: new weekly event launched in 2023, bringing together all CEITEC leaders – group leaders, core facility heads and heads of administrative departments. The event offers scientific chalk-talks, and also space for sharing information, discussion and building personal connections that smooth mutual cooperation and understanding.</li> <li>2) Sip of Science: new bi-weekly event launched in 2024, bringing together all CEITEC early-stage researchers (PhD candidates, postdocs and junior staff scientists). The format is similar to the Leaders Lunches.</li> <li>3) All-hands Meetings: event initiated for the first time in 2022. The all-hands meetings are organised for all employees with a vision to share major updates with the CEITEC community and offer a space for questions. In 2023, we focused on a topic of quality and extent of administrative services. In 2022, we focused on internal culture, working conditions and safety at workspace.</li> </ol>	4Q 2022	Communication department	Number of activities; number of events; number of participants; number of teambuilding outcomes

			<p>4) Tea Time events: informal opportunity to meet colleagues. During 2021-2023, Tea Times were organised on weekly basis. In 2024, we plan to transform them to monthly events in reaction to establishment of the Sip of Science.</p> <p>5) Retreats: we organise retreats for group leaders, for postdocs and for PhD candidates, as well as for administrative employees on annual basis. Individual teams organise their own teambuilding events and retreats as well.</p> <p>6) Other: e.g. Christmas all-hands party, events for employees and family members, sport events.</p>			
61	WORKING ENVIRONMENT: "ideas catcher" – support of bottom-up communication through collection and assessment of employees' ideas.	Extended	CEITEC MU collects feedback typically via on-line surveys followed by focus groups if required. Launch of an ongoing system of employees' feedback and ideas was postponed (extended to the next period).	4Q 2024	Director's office	System in place; Number of registered ideas; Number of implemented ideas
62	CAREER: mentoring system will be specified, promoted and supported	Completed	<p>This action follows the adoption of the career system (2020) that defines mentoring as one of career development approaches/tools: <i>"The Institute also supports establishment of further relations between the mentor and the mentee. In the case of PhD students, mentoring is also provided by the supervisor, members of thesis advisory committee, and the student ombudsman of the PhD School."</i></p> <p>In the mentoring system, we distinguish mentoring according to the career stage:</p> <p>(1) Group leaders: As a part of new group leader onboarding process, we ensure a peer mentoring (buddy) is established with a colleague from the group leader's community. In this group of researchers, we support peer mentoring and bottom-up approach. In March 2024, a peer-mentoring channel in MS Teams was launched.</p> <p>(2) Postdocs: Peer mentoring is supported also in the group of postdocs. At CEITEC, the Postdoc Peer Committee (PPC) was established in 2018 as an informal group within the community. The group serves as a platform for sharing, mutual learning, but also to formulate various</p>	4Q 2022	Research and innovations support department	Implementation/ action plan for mentoring; number of mentor/mentee relationships established (number of mentors, number of mentees)

		<p>group's interests to be communicated with the management. PPC organizes annual postdoc retreats and participates in organisation of informal Tea Time events for CEITEC community. In 2024, the PPC is launching "Sip of Science" event that aims to bring all PhDs and postdocs together to share their research projects (chalk talks) and discuss any relevant topics for the group. In 2024, we plan to formalise the PPC as an official advisory body to the management.</p> <p>Link: <a href="https://postdocs.ceitec.cz/">https://postdocs.ceitec.cz/</a></p> <p>In 2024, our female postdocs can participate the first run of the "EU-LIFE Pathfinder: Mentoring Programme for Women Postdocs". This programme was designed by EU-LIFE WG Gender Equality, Diversity and Inclusion of which CEITEC is a part as well. The program pairs postdoctoral women with mentors who are established leaders in their respective fields, holding positions such as principal investigators, core facility heads, or directors of research institutes. These mentors have navigated the complexities of academic life and are eager to provide one-on-one guidance to support the professional development of our mentees. The goal of the programme is for the mentor-mentee couples to meet at least three times during the 12-month period, once to get to know each other and discuss topics of guidance, frequency of meetings and expectations, and at least two meetings with more in-depth mentoring. The programme will initially run for 12 months, after which, the programme will be evaluated.</p> <p>Link: <a href="https://eu-life.eu/women-postdoc-mentoring">https://eu-life.eu/women-postdoc-mentoring</a></p> <p>(3) PhD Candidates: As a part of CEITEC PhD School, we organise "Thesis Advisory Committee" (TAC) for each PhD candidate. TAC concept was implemented in September 2019 as a standard tool for CEITEC PhD School to provide a comprehensive system of individual quality assessment (IQA) of PhD students for the preparation of the thesis defence. Every PhD student enrolled in a PhD Program under the CEITEC PhD school (Life Sciences and Biomedical Sciences, Molecular Medicine specialization) must be supervised and mentored during their studies by the TAC. The TAC is responsible for monitoring the student's progress and providing external advice and support to both the student and supervisor. Setting up the TAC is the responsibility of the student, but the selection of committee members is carried out in cooperation between the student and the supervisor. TAC members should be selected and appointed during the first semester of study. The proposal of TAC members approved by the PhD student and the</p>			
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			<p>supervisor must be delivered to the PhD Studies Manager by the end of the first semester, and further approved by the Chair of the Doctoral Board of the particular programs (Life Sciences/Molecular Medicine). The TAC should convene at least three times during the PhD student's career. All scheduled meetings are mandatory and must take place in predefined periods. The PhD candidate's responsible for inviting the TAC members, arranging TAC meetings, and submitting the fully completed and signed TAC Assessment Reports in the "Homework Vaults" section in the Study Materials of the course S5013 TAC Meeting. The course S5013 TAC Meeting must be enrolled in the semester in which the TAC meeting takes place, and the fully completed and signed report must be submitted by the end of the exam period of the given semester. Detail information at <a href="http://ls-phd.ceitec.cz/text/detail/140">http://ls-phd.ceitec.cz/text/detail/140</a>.</p> <p>Similarly to the formalisation of the PPC, we plan to formalise the PhD Committee as an advisory body to the management as well.</p>			
63	CAREER: a pilot <b>collaborative</b> PhD <b>scheme</b> will be designed and implemented	Completed	<p>In 2021, we launched a pilot collaborative PhD scheme that brings together CEITEC MU research and industry partners. That means that our PhD candidates can find second supervisor in the company, next to CEITEC MU supervisor. For this scheme, we have prepared all necessary contracts and documents needed for finishing PhD. Currently, 2 doctoral researchers have studied their PhD under the collaborative agreements with company Biovendor.</p>	4Q 2022	Research and innovations support department	<p>Industry PhD scheme established;</p> <p>number of PhD students in industry PhD scheme</p>
64	ETHICS: Open Science approach will be further strengthened and unified	Completed	<p>The Institute is involved in several projects and initiatives that aim to support open access principles (e. g. ORION project – see action no. 10, Masaryk University Working Group, etc.). At the university level an Open Science strategy is being prepared and CEITEC MU is actively participating in the preparation itself. In the following period, we will implement the strategy. The experience from the ORION project (see action no. 10) will be very useful. The effective support of Open Science for researchers is established as well as training in Open Science for increasing awareness on Open Science topics. We are focused primarily on open access and open data. Following action no. 9, we were able to describe the current situation and define researchers' and Institute's needs in the area of repository for research data. We aim to establish the systematic support of repository services for researchers and an increase of green OA publications.</p>	4Q 2022	Research and innovations support department	<p>Number of open science focused events;</p> <p>number/share of OA publications;</p> <p>annual report on open science;</p> <p>number of publications in the repository</p>

			Link: <a href="https://openscience.ceitec.cz/">https://openscience.ceitec.cz/</a>			
65	CAREER: support for mobility of early-stage researchers: increase of mobility of early-stage researchers through improvement of administration support and information service	Completed	<p>Following the outcomes of the action no. 42, we aim to improve the mobility for incoming as well as outgoing early-stage researchers.</p> <p>In the case of incoming internships, we prepared the guidelines with all the possibilities of different types of internships for incoming researchers. The Research and Innovation Support Department administrator provides an administrative support to all research teams in case of incoming researcher (intern). The system is standardized and aims to minimize administrative burden both to incoming researcher and hosting research group. In 2023, we hosted 44 researchers from other institutions for internships.</p> <p>In case of outgoing internships, the agenda is coordinated at the level of faculties. The monitoring system is established, however managed by the faculty coordinators.</p>	3Q 2023	Research and innovations support department	Guideline for researchers about mobility options (incoming/outgoing); number of incoming and outgoing researchers
66	GENDER EQUALITY: communication: gender-sensitive communication policy will be defined and disseminated [*Gender Equality Plan]	Completed	<p>In the previous period (2019), CEITEC MU performed an overall analysis of website presentation and information brochures about the Institute from the perspective of using gender-sensitive communication. Results of the external analysis were used for the amendment of all channels of external and internal communication. PR specialists underwent training with an external expert as well.</p> <p>In 2021, we issued an institutional gender-sensitive communication policy (Czech version) that should serve not only a PR and communication specialist, but all employees of the institute (e. g. grant officers while writing grant applications, HR managers while communicating with employees and with candidates for a position, etc.). In 2022, we issued English mutation as well.</p> <p>Link (Sensitive and Respectful Communication at CEITEC MU): <a href="https://is.muni.cz/do/ceitec/HR_Award/sensitivni_a_respektujici_komunikace/Sensitive_and_respectful_communication_at_CEITEC_MU_v2021-10-07.pdf">https://is.muni.cz/do/ceitec/HR_Award/sensitivni_a_respektujici_komunikace/Sensitive_and_respectful_communication_at_CEITEC_MU_v2021-10-07 .pdf</a></p> <p>Distribution of the guidelines to employees was accompanied with an offer of training. In 2021, we organised a training focused on gender-sensitive and respectful communication. The training was delivered by National Contact Centre for Gender and Science - an expert organisation in the field of gender equality. 15 employees mostly from</p>	4Q 2021	Director's office	<p>INDICATORS: gender-sensitive communication policy (document); workshop for employees on gender sensitive communication; number of participants of the workshop on gender sensitive communication;</p> <p>TARGET:</p> <p>30 employees will participate in the workshop</p>

			<p>the administrative departments participated the training. The recording is available to all employees.</p> <p>Our PR specialists are responsible for using gender-sensitive communication in all our PR and communication channels (website, social media, internal newsletter, etc.). Head of Director's Office is responsible for reviewing official institutional documents from the same perspective.</p> <p>During the implementation, we cancelled the goal to organise train-the-trainer workshop to train internal expert. It proved to be expensive and not needed due to available sources and external training.</p>			
67	WORKING CONDITIONS: system of feedback (from employees leaving the Institute) collection and analysis will be established (exit interview/questionnaire)	Completed	<p>Feedback from employees leaving the Institute provides us with valuable information, as these persons tend to be franker and more open. In 2019, we launched a system of feedback collection and analysis of received information. Leaving employee receives a link to an online questionnaire whose results are sensitive and only HR Department works with the primary data. In specific cases, employees can have a meeting/interview with HR manager instead of filling out the online questionnaire. From the launch of this system, 82 employees filled in the online survey and app. 52 employees had an exit interview with HR manager.</p> <p>In 2024, HR Department prepared a first comprehensive report covering period of 2022-2023 (discussed with the management in April 2024). Due to sensitivity of information, we are not providing results in this report. However, the HRS4R action plan for 2024-2027 was prepared in accordance with results of the exit interviews analysis.</p>	1Q 2022	HR department	Design of exit interview and exit questionnaire; number of exit interviews completed; number of exit questionnaires filled in; methodology on exit interviews/questionnaires ; analysis of exit interviews/questionnaires (annual basis)
68	GENDER EQUALITY: addressing a sexual harassment and bullying in research environment [*Gender Equality Plan]	Completed	See action no. 85.	1Q 2022	Director's Office	Guidelines on how to address bullying and sexual harassment; update of Work@CEITEC_MU (sexual harassment and bullying section); update of information brochure for new employees (sexual harassment and bullying topic); analysis and action plan (sexual



						harassment and bullying topic); training for employees on preventing sexual harassment and bullying designed; number of employees trained in the area of sexual harassment and bullying
69	ALUMNI: alumni network ambassador/coordinator appointment and formulation of long-term strategy and action plan for the alumni network	Completed	<p>The alumni network is a complex agenda that relates to scientific collaboration/network, HR management, scientific events, mentoring system, etc. In 2021, Scientific Secretary was appointed an alumni network ambassador/coordinator. Her first assignment was to moderate discussion and reach consensus on the first actions to be taken.</p> <p>The first actions completed were:</p> <ol style="list-style-type: none"> <li>1) Establishment of the LinkedIn CEITEC Alumni group. This group serves in two main ways: as database of Alumni members, and as a communication channel. The LI Alumni group has currently 62 members from all CEITEC members: <a href="https://www.linkedin.com/groups/8955863/">https://www.linkedin.com/groups/8955863/</a></li> <li>2) HR Department distributes invitation to the LinkedIn CEITEC Alumni group to employees leaving the institute.</li> <li>3) We invite our alumni members to give presentations to our current employees. The most typical case is inviting Alumni members with an interesting career path to our seminar series for early-stage researchers called "Life After PhD" (e.g. <a href="https://www.ceitec.eu/life-after-phd-with-cosimo-lobello/a4734">https://www.ceitec.eu/life-after-phd-with-cosimo-lobello/a4734</a>).</li> <li>4) We communicate stories of our alumni members via interviews to show that CEITEC MU is a great place where to start a career.</li> </ol> <p>Examples:</p> <p><a href="https://www.ceitec.eu/ceitec-masaryk-university-as-a-stepping-stone-for-an-era-chair-position-in-malta/t11091">https://www.ceitec.eu/ceitec-masaryk-university-as-a-stepping-stone-for-an-era-chair-position-in-malta/t11091</a></p> <p><a href="https://www.ceitec.eu/from-ceitec-masaryk-university-to-yale/t10983">https://www.ceitec.eu/from-ceitec-masaryk-university-to-yale/t10983</a></p>	4Q 2023	Scientific secretary	Alumni network coordinator appointed; number of alumni members; alumni network strategy/conception; annual action plan/annual report on alumni network

70	COMMUNICATION: HR Award communication strategy and plan will be prepared and implemented in the period of 2021–2023	Completed	<p>In the previous period, we learned that effective communication with researchers as a HR Award target group is essential, but sometimes underestimated. In our communication strategy aligned to HRS4R, we aimed to explain WHAT will be done and WHY, HOW and WHEN it will be done as part of the HR Award procedure. For this purpose, we use a series of events (depending on the target groups) such as all-hands meeting (all employees, major topics, high priority), leaders lunches (group leaders, heads of core facilities), specific meetings e.g. with representatives of postdocs (Postdoc Peer Committee) or PhD candidates (PhD Committee).</p> <p>Among the actions, we implemented to raise awareness about the certification itself, we would like to highlight: (1) We add the HR Award logo to all documents that are associated to the HR Award action plan implementation (presentations, policies, reports), (2) We keep mentioning about the HR Award at various forums while discussion HR topics (e.g. Director’s Board, management meetings, all-hands meetings, Leaders Lunches, working groups, university level), (3) HR Award has a specific chapter in the annual managerial report to the university management. This report is distributed also to our Scientific Board and our group leaders. (4) We include HR Award logo to our job adverts. (5) Mostly members of the HR Award working group include information about the HR Award into their email signatures. (6) Information about CEITEC MU as HR Award holder is promoted online (e.g. web banner at main page), and on-site via installed TV screens in our buildings.</p>	4Q 2023	Director’s office (communications lead)	HR Award communication plan for 2021–2023 formulated and implemented
71	COMMUNICATION: gathering employees’ feedback on four areas of the Charter and Code	Completed	<p>Over the period of 2021-2024, we organized a set of surveys and focus groups among various groups of our employees to gather their experiences and feedback. Below, we describe the most significant ones:</p> <p>In 2021, we have organised the first all employees’ satisfaction survey focused on perception of management and leadership quality, career development, research culture, science communication, inclusive working environment, safety at workplace, etc. We decided to use a well-established questionnaire designed by the Welcome Trust. The return rate of the questionnaire was 20%. Overall, the sample of respondents roughly corresponds to the actual distribution of CEITEC staff. Results of the survey were analysed in cooperation with external sociologists. In 2022, we presented results of the staff survey to all</p>	2Q 2023	Director’s office	Staff survey designed and implemented; analysis of staff survey

		<p>employees during all-hands meet up. In general, there was positive feedback by participants of the meeting, that management presented both positive outcomes of the survey, and negative issues identified (e.g. issue of bullying and sexual harassment).</p> <p>In 2023, we launched the first ever questionnaire regarding perceived quality and extent of administrative services. An interesting side-result of the survey was an evaluation of leadership competences of supervisors. All employees had an opportunity to give feedback not only on quality, but also extent of services such as grant preparation support, HR support, etc. The results were presented to the whole community the same year together with an action plan reacting on the results (e.g. improving the information service for employees). The response rate reached 55 %.</p> <p>In 2023, we have organised all-employees' survey focused on work-life balance, diversity, flexible working conditions, management of maternity/parental leaves, sexual harassment, etc. We reached a response rate of 43 %. This survey was used for preparation of new gender equality plan that is being a part of new HRS4R action plan 2024-2027.</p> <p>In 2023, Postdoc Peer Committee organised a questionnaire among the group of early-stage researchers regarding their satisfaction, working conditions and needs and gathered feedback from 22 respondents (app. 20 % response rate). Results were discussed with the management on the joint meeting with the authors of the survey, including acceptance of few concrete actions to be implemented to react to those results that can be affected from the central level.</p> <p>Among less comprehensive and extensive surveys, we might mention e.g. questionnaire about training needs of PhD candidates organised by the CEITEC PhD School coordinator.</p> <p>After reviewing all sources available and receiving feedback by researchers that they are overwhelmed with too many questionnaires over past two years, we decided not to organise another online survey before the on-site visit and preferred in person meetings with PhD candidates, postdocs, and group leaders – focusing on semi-structured discussions regarding their perceptions, feedback and future needs in the areas covered by the Charter and Code. These meetings were held during February-May 2024.</p>			
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72	<p>CEITEC MU will continue in actions aiming to increase the representation of women in decision-making and advisory bodies and will always consider the diversity of such bodies</p> <p>[*Gender Equality Plan, action no. GEP-1]</p>	Completed	<p>Since 2018, CEITEC MU is monitoring and reporting composition of decision-making and advisory bodies, including share of women/men in these bodies. Starting from 2021, we amended the report with data on share of international members of advisory bodies. There are two advisory boards and one advisory committee at CEITEC MU (Strategy Committee and Space Allocation Committee were not renewed in 2023). Gender balance of the management is optimal in long-run. Share of women in Director's Board is even higher than share of women at group leader positions at CEITEC MU, reaching solid 33 %. New Scientific Board was appointed in November 2023, with a similar value of share of women (23 %) compared to 2022 (26 %) - this change is given by increase of total number of members (the number of women remained the same). The representation of women (group leaders) in IT Committee remains very low. Representation of international members is monitored for the third year. In 2023, only Scientific Board has international members (either foreigners, or researchers working abroad). This action can never be concluded as completed – it's our long-term mission to monitor gender balance of decision-making and advisory bodies and make a systematic effort to increase the share of minority gender to at least 40 %.</p>	Annually	Head of Director's Office	<p>INDICATORS:</p> <ol style="list-style-type: none"> <li>1) share of men and women in the management, Director's Board, Scientific Board, and all advisory committees;</li> <li>2) share of international employees in the Director's Board, Scientific Board and all advisory committees;</li> <li>3) share of junior and senior group leaders in decision-making and advisory bodies.</li> </ol> <p>DESIRED TARGET VALUES:</p> <p>Minority gender is represented at least by 25 % of members in individual bodies.</p> <p>Share of international employees in advisory bodies is at least 25 %.</p>
73	<p>The Institute will further extend amount of gender-disaggregated data that are reported to the management and assessed from the perspective of gender equality.</p>	Completed	<p>We further extended data that are reported and assessed from the perspective of gender equality. At CEITEC, all administrative departments annually submit quantitative data relevant to their agenda. Where relevant, data are gender disaggregated.</p> <p>Selected data we monitor, report and assess as gender-disaggregated: employees' population (per position, per nationality, per gender), employee's status (define and indefinite period contracts), recruitment</p>	3Q 2022	<p>Head of Director's Office</p> <p><i>In close cooperation and inputs from all admin departments.</i></p>	<p>INDICATORS:</p> <ol style="list-style-type: none"> <li>1) leaky pipeline data;</li> <li>2) data from recruitment procedures;</li> </ol>

	<p>Data will be used for detailed analysis and formulation of future actions and measures.</p> <p>[*Gender Equality Plan, action no. GEP-2]</p>		<p>procedures (individual stages, selection committees), grant data (applicants/awarded grants), awards, PR data, gender pay gap.</p> <p>The departments delivering the data are responsible for identification of any discrepancies in data from the perspective of gender inequalities.</p>			<ol style="list-style-type: none"> <li>3) pre-award and post-award grants-related data;</li> <li>4) awards;</li> <li>5) training data;</li> <li>6) other HR data;</li> <li>7) research performance data;</li> <li>8) PR data.</li> </ol>
74	<p>Gender sensitive communication will be used across the institute to improve working environment and internal culture</p> <p>#PR</p> <p>#recruitment</p> <p>#culture</p> <p>(HR Award, no. 66)</p> <p>[*Gender Equality Plan, action no. GEP-3]</p>	Completed	See action no. 66 for details about the implementation.	4Q 2021	<p>Director's Office</p> <p><i>In close cooperation with the Communication Department</i></p>	<p>INDICATORS:</p> <ol style="list-style-type: none"> <li>1) gender-sensitive communication policy (document);</li> <li>2) training for employees on gender sensitive communication;</li> <li>3) number of participants of the workshop on gender sensitive communication;</li> <li>4) train-the-trainer workshop on gender sensitive communication; at least two persons trained;</li> <li>5) regular analytical report of web and social media presentation/communication (every 1-2 years).</li> </ol>

						<p>DESIRED TARGET VALUES:</p> <p>30 employees will participate in the training</p> <p>2 internal experts on gender sensitive communication</p>
75	<p><b>The Institute will promote positive role models in science in the context of equal opportunities, making minority groups in academia more visible</b></p> <p>[*Gender Equality Plan, action no. GEP-4]</p>	Completed	<p>Presentation of positive “role models” and “family cases” from the perspective of equal opportunities, making minority groups in academia more visible was an ongoing assignment for our PR specialists. We aimed to offer not purely scientific content to our target groups, but also topics such as work-life balance, career in research/academia, and mental health issues. Such topics were included both while presenting women and men of CEITEC.</p> <p>PR data report was amended to include gender-disaggregated data (e.g. number of articles presenting men/women of CEITEC). According to data reporting, CEITEC MU issued 45 articles/press releases in 2023. 51 % of them presented mixed teams (men/women) or was gender-neutral, 33 % presented men and 16 % presented women. When we compare these figures to data from 2020, there was 40 % of articles/press releases with both genders or gender-neutral, 43 % presenting men and 18 % presenting women role models. From this perspective, we can say we are more communicating mixed teams, slightly less publishing “only-men” focused articles and keeping app. the same share of “only-women” focused articles.</p> <p>CEITEC celebrates the International Day of Women and Girls in Science as well as the International Day of Women to raise awareness about gender equality in research, female role models in research, etc.</p> <p>In 2021, CEITEC issued language policy and guidelines focused on respectful communication (Czech version, followed by English version in 2022). This document includes principles of gender sensitive communication in the intersectional approach (dealing with making minority groups in academia more visible).</p> <p>Link (Sensitive and Respectful Communication at CEITEC MU): <a href="https://is.muni.cz/do/ceitec/HR_Award/sensitivni_a_respektujici_komuni">https://is.muni.cz/do/ceitec/HR_Award/sensitivni_a_respektujici_komuni</a></p>	Annually	Communications Lead	<p>INDICATORS:</p> <ol style="list-style-type: none"> <li>1) Articles, interviews and other campaigns promoting positive role models;</li> <li>2) PR data segregated by gender – number of press releases, media appearance.</li> </ol> <p>DESIRED TARGET VALUES:</p> <p>At least three interviews covering also a topic of women in science, work-life balance, equal opportunities, etc. per year.</p>

			<a href="#">kace/Sensitive_and_respectful_communication_at_CEITEC_MU_v2021-10-07.pdf</a> Examples of articles promoting women in science: <a href="https://www.ceitec.eu/happy-international-day-of-women-and-girls-in-science/t11092">https://www.ceitec.eu/happy-international-day-of-women-and-girls-in-science/t11092</a> <a href="https://www.ceitec.eu/maternal-mental-health-during-pregnancy-how-it-translates-to-brain-development-and-child-s-behaviour/t11233">https://www.ceitec.eu/maternal-mental-health-during-pregnancy-how-it-translates-to-brain-development-and-child-s-behaviour/t11233</a> <a href="https://www.ceitec.eu/revolutionizing-genomic-research-introducing-geronimo-the-user-friendly-ncrna-discovery-tool/t11225">https://www.ceitec.eu/revolutionizing-genomic-research-introducing-geronimo-the-user-friendly-ncrna-discovery-tool/t11225</a>			
76	<b>Increasing the number of female applicants for group leader position and the offer acceptance rate</b> [*Gender Equality Plan, action no. GEP-5]	Extended	<p>Increasing the number of female applicants for group leader position and the offer acceptance rate proved to be one of the most challenging goals of the Gender Equality Plan. When positions open for group leader, we always apply an open international selection process and use gender-sensitive advertisements. We always draw attention to the possibilities of reconciling family and professional life (kindergartens, etc.). Also, if there are women with a relevant scientific profile in the portfolio of applicants for the position (taking into account their specific career path), we try to communicate their needs individually so that they can accept the position if they are successful in the selection process.</p> <p>The action we implemented to reach this goal during 2021-2023 were: (1) Gender sensitive communication was used in the whole process of recruiting new employees. A training was organised, and training guidelines were distributed. (2) Specifically, HR managers will participate training on gender sensitive communication. (3) Unconscious bias training for recruitment committee members (and other employees) was be repeated. (4) Employees' benefits at the university level were added with a contribution to the kindergarten costs.</p> <p>During 2021-2023, CEITEC MU opened two group leader's positions. Share of women among applicants was 27 % (2021) / 30 % (2023), 29 % (2021) / 17 % (2023) were shortlisted, 29 % were interviewed (2021) / 0 % (2023), but 0 % was hired.</p>	Ongoing activity <i>(group leader position is opened app. once per 2 years)</i>	Director's Office, Scientific Secretary, HR Department	<b>INDICATORS:</b> <ol style="list-style-type: none"> <li>1) Share of women/men in individual stages of the recruitment procedure (for positions according to the career system).</li> <li>2) Number of HR managers participating training on gender sensitive communication.</li> <li>3) Number of unconscious bias training participants.</li> </ol> <b>DESIRED TARGET VALUES:</b> At least two candidates representing minority gender will be invited to interview for group leader position.

77	<p><b>Promote transparency of recruitment practices – website on Career at CEITEC MU will be available, including information on our recruitment procedure and rules</b></p> <p>[*Gender Equality Plan, action no. GEP-6]</p>	Completed	<p>See action no. 7: We have prepared and implemented a whole new web section "Career" at CEITEC website (<a href="https://www.ceitec.eu/career-homepage/t10698">https://www.ceitec.eu/career-homepage/t10698</a>). The section includes open vacancies, reasons why to work at CEITEC, information about living in Brno, Czech Republic, presentation of Welcome Office for foreign employees. We also revised templates of job advertisements to include information about how the recruitment procedure is organised, with a link to our recruitment policy. We focused on implementation and usage of gender sensitive language as well. Informal feedback gathered from the applicants and hiring managers regarding the templates was positive.</p>	3Q 2021	Director's Office	<p>DESIRED TARGET VALUES:</p> <p>CEITEC MU Career section on the web launched, including recruitment policy and related documents.</p>
78	<p><b>Open, transparent and merit-based recruitment policy (OTM-R policy) will be implemented, including being formalised as a Director's Measure with relevant guidelines</b></p> <p>[*Gender Equality Plan, action no. GEP-7]</p>	Completed	See action no. 56.	4Q 2021	<p>HR Department</p> <p><i>in close cooperation with Director's Office and Scientific Secretary</i></p>	<p>INDICATORS:</p> <ol style="list-style-type: none"> <li>1) Director's measure on Recruitment adopted.</li> <li>2) Share of women and men in the recruitment committees,</li> <li>3) Share of women and men in all stages of the recruitment procedure.</li> </ol> <p>DESIRED TARGET VALUES:</p> <ol style="list-style-type: none"> <li>1) At least 30 % of recruitment committee members will be representatives of minority gender.</li> <li>2) At least two representatives of minority gender should be invited to</li> </ol>



						<p>first round of the recruitment procedure.</p> <p>All HR managers are trained in the area of gender sensitive communication.</p>
79	<p><b>Information services for applicants for a position at CEITEC MU will be professional, covering also information about work-life balance, childcare facilities, social benefits, etc. Providing these information is not a part of interview and assessment of the candidate.</b></p> <p>[*Gender Equality Plan, action no. GEP-8]</p>	Completed	<p>HR department prepared an information brochure about work-life balance aspects of the work, childcare facilities, social benefits that is handed to candidates during interviews. HR manager provides additional information if required by the candidate. Our experience is that candidates are actively asking about benefits and work-life balance issues – both during the interview and as follow-up via email or phone consultation with the HR manager.</p>	3Q 2023	HR Department	<p>INDICATORS:</p> <p>Information brochure issued.</p>
80	<p><b>Employees will be offered with a complex and professional information resources and consultation services in the area of working conditions, work-life balance, maternity/parental leave and return to work, etc.</b></p>	Completed	<p>HR department aims to provide employees with an information service, covering areas of working conditions, work-life balance, maternity/parental leave and return to work. Such service contains a basic set of regularly updated information brochures and individual consultations for specific cases not covered by the brochures. Information brochures for employees are updated on regular basis and cover these thematic focuses: (1) Brochure for new employees (Your Guide at CEITEC MU) – this brochure is very comprehensive and accessible also to the current employees, (2) Maternity and parental leave (see action no. 81 for more information). Brochures are distributed to the target group by the HR department.</p>	3Q 2023	HR Department	<p>INDICATORS:</p> <p>1) Number of information brochures,</p> <p>DESIRED TARGET VALUES:</p> <p>All employees leaving for the maternity/parental leave receive a standardized set of information.</p>

	[*Gender Equality Plan, action no. GEP-9]		Employees can find overview of information regarding their labour contract and working conditions in the university information system (INET).			
81	<p><b>We will support our employees before and after leave periods (maternity leave, parental leave, care for close relative leave) to ensure smooth transition between work and leave period</b></p> <p>[*Gender Equality Plan, action no. GEP-10]</p>	Completed	<p>The HR department established a regular procedure for providing support to employees and heads of workplaces when an employee is preparing for maternity/parental leave and returning from it. This support includes mostly information service about health restrictions for pregnant and lactating women, length of maternity/parental leave, calculation of maternity allowance and amount of parental allowance, related procedures with public authorities, options on how to keep part-time job during maternity/parental leave, etc. In 2023, HR department updated and distributes the brochure about maternity/parental leave, including a section about leaving and returning back to work. The brochure is available both in Czech and English.</p> <p>Setting concrete “return plan” is a responsibility of head of workplace in cooperation with leaving employee. Heads of workplaces are offered with a consultation if required how to approach this situation. HR Department provides individual help to employees returning to work after maternity/parental leave.</p> <p>Annually, the HR Department supports around 15 employees leaving the team because of the maternity/parental leave break.</p> <p>CEITEC as a part of the university also takes a full advantage of the university MUNI Career Restart grant support scheme (GAMU) that provides financial support for integration of researchers after a career break. During 2021-2024, six women of CEITEC were supported via this internal grant scheme.</p> <p>Link: <a href="https://gamu.muni.cz/en/pro-vedce/career-restart">https://gamu.muni.cz/en/pro-vedce/career-restart</a></p>	3Q 2022	HR Department	<p>INDICATORS:</p> <p>Heads of workplaces and employees leaving for maternity/parental leave will receive a template of check-list with recommended steps before leave, before return to work and after return to work after maternity/parental leave. (Number of cases)</p>
82	<p><b>The Institute will continue in promotion and implementation of the institutional WLB policy and raise awareness importance of work-life balance, including mental health issues</b></p>	Completed	<p>HR Department reviewed the WLB Policy that was formulated as an outcome of the H2020-GERI project “LIBRA” in 2018. After a consideration, CEITEC decided that the policy does not need the amendment but rather needs a formal approval and publication to receive a status of institutional official policy. We moved the document from “project webpage” to (1) internal document server, (2) CEITEC website (HRS4R section) - <a href="https://www.ceitec.eu/hr-strategy-hrs4r/t10811">https://www.ceitec.eu/hr-strategy-hrs4r/t10811</a>.</p> <p>Heads of workplace are supported to take a full advantage of using measures such as flexible working hours, home-office for their team</p>	4Q 2022	HR Department	<p>INDICATORS:</p> <ol style="list-style-type: none"> <li>1) Updated WLB Policy.</li> <li>2) Data on part-time contracts.</li> <li>3) Data on home-office.</li> </ol>

	[*Gender Equality Plan, action no. GEP-11]		<p>members. According to HR data, app. 45 % of core employees have a part-time job arrangement (49 % of researchers, 28 % of administrative staff). From the perspective of using work from home, 94 % of all employees have signed an agreement about working from home. This agreement is signed by an employee and his/her supervisor. Currently, we do not have data about real usage of this benefit (meaning that an employee might have the contract about “home-office” signed, but not using this option).</p> <p>We regularly inform our employees about the university kindergarten “Elánek” that is available close to the campus with a discount from the commercial price to university employees.</p> <p>We are dedicated to supporting the mental health of our employees and providing them with the necessary tools to manage stress and navigate difficult situations effectively. To this end, we have informed our employees about the accessibility of psychological services at the Counselling Centre at Masaryk University since 2023 and relevant developmental opportunities organized by MU.</p> <p>In 2022, twelve of our employees completed a Mental Health and Stress Management workshop, while eight others participated in a CERPEK workshop focused on mental balance and stress management for Masaryk University employees.</p> <p>In collaboration with CERPEK, we organized a workshop on maintaining mental health and preventing burnout, which was offered in both Czech and English. Twelve scientific and administrative employees attended the Czech workshop, while six participated in the English version. To ensure the effectiveness of the training, we conducted a follow-up session after 2.5 months where participants could reflect on how they have applied the techniques and insights from the work-life balance field to their daily lives.</p> <p>Link (to the folder):  <a href="https://is.muni.cz/do/ceitec/uredni_deska/politiky_a_koncepce/">https://is.muni.cz/do/ceitec/uredni_deska/politiky_a_koncepce/</a></p> <p>Link (directly to the policy):  <a href="https://is.muni.cz/do/ceitec/uredni_deska/politiky_a_koncepce/CEITEC_MU_WLB_Policy_2018_LIBRA.pdf">https://is.muni.cz/do/ceitec/uredni_deska/politiky_a_koncepce/CEITEC_MU_WLB_Policy_2018_LIBRA.pdf</a></p>			
83	<b>Building (family) friendly working</b>	Completed	We continued in organisation of events for employees and their family members, such as Children’s Day, St. Nicolas Day, Christmas Party, On Bike to Work campaign, etc. We are not monitoring participation of these events via participation lists. However, we monitor increasing interest in	3Q 2023	Events Department	INDICATORS/OUTPUTS :

	<p><b>environment and community</b></p> <p>[*Gender Equality Plan, action no. GEP-12]</p>		<p>visiting these informal events, and collect positive feedback on their concept and quality.</p> <p>We installed several new features to make the employees' experience at CEITEC more pleasant, with an option to relax during rest periods (e.g. table football, bean bags).</p> <p>We have the WLB Policy in place (reflecting the goal of building (family) friendly working environment and community that has been revised in 2023 and officially issued. (See action no. 82.)</p> <p>We cooperate with family/expat networks, including support for international families to feel at home in Brno (e.g., Brno Expat Centre).The special attention was paid to international staff so that they can feel welcomed and as at home in Brno and in CEITEC community. This is a part of our well-established Welcome Service for international staff. Annually, our Welcome Office manager supports around 30-35 new foreign employees. The feedback we receive is very positive. According to recent survey focused on quality of administrative services (2023) that was done among all employees, Welcome Office for international employees was one of the best rated services of the HR Department and in overall with a grade of 1.4 (where 1=excellent, 5=worst).</p> <p>Link (feedback to the Welcome Office): <a href="https://www.ceitec.eu/feedback-to-welcome-office-services/t9814">https://www.ceitec.eu/feedback-to-welcome-office-services/t9814</a></p> <p>Link: <a href="https://www.ceitec.eu/welcome-office/t9938?_gl=1*1tdyt91*_ga*ODY3NDkwNzQzLjE2MTU4OTUyNjI.*_ga_L74QG6CYBE*MTcwNzI5NjU2OC4xNjcuMS4xNzA3Mjk2NTc2LjAuMC4w">https://www.ceitec.eu/welcome-office/t9938?_gl=1*1tdyt91*_ga*ODY3NDkwNzQzLjE2MTU4OTUyNjI.*_ga_L74QG6CYBE*MTcwNzI5NjU2OC4xNjcuMS4xNzA3Mjk2NTc2LjAuMC4w</a></p> <p>We have implemented various initiatives to foster a sense of community and facilitate international networking within our organization. These initiatives encompass social, family, and sports events that provide opportunities for employees to connect globally. These events not only serve as a platform for international networking but also offer insights into different countries and cultures. (See action no. 60.)</p>		<p>(organisation of events)</p> <p>HR Department (WLB Policy in general)</p>	<ol style="list-style-type: none"> <li>1) Number of events for employees and their family members.</li> <li>2) Data on Welcome Service (feedback, number of cases).</li> </ol>
84	<p><b>Analysis of wage system from the perspective of gender equality</b></p>	Completed	<p>In 2023, an external expert team in cooperation with CEITEC HR Department performed the Gender Pay Gap Analysis (GPG). Team of experts used the LOGIB methodology that is standardized and used on Europe-wide level. The results of the analysis were presented to the management of the institute. Director decided to repeat the GPG analysis every year. In 2023, CEITEC adopted wage policy (see action</p>	3Q 2023	HR Department	<p>INDICATORS/OUTPUTS :</p> <ol style="list-style-type: none"> <li>1) Gender pay gap analysis.</li> </ol>

	<p>[*Gender Equality Plan, action no. GEP-13]</p>		<p>37) that will be effective in 2024 and 2025. In 2025, we will assess if there is any correlation between the policy and GPG data.</p>			<p>DESIRED TARGET VALUES:</p> <p>There is no statistically significant difference in wages of employees caused by gender.</p>
85	<p><b>Sexism, sexual harassment and bullying will be addressed to promote safe and healthy working environment</b></p> <p>[*Gender Equality Plan, action no. GEP-14]</p>	Completed	<p>In 2021, CEITEC organised an anonymous survey to all employees focusing on the internal culture – including a topic of safety and prevalence/experience with sexual harassment and bullying. The outcomes of the survey were presented at the all-hands meeting in 2022 and created a basis for design of subsequent steps.</p> <p>In 2022, Masaryk University (of which CEITEC is a part) prepared and launched a new system focused on prevention and dealing with cases of sexual harassment and bullying consisting of: (1) university “Guidelines for resolving sexual harassment incidents at Masaryk University” were prepared in cooperation with an expert non-governmental organisation Konsent, (2) appointment of “contact persons” from the group of university employees that are available for consultation and guidance (these persons were properly trained by experts in the field), (3) launch of training for employees and students by external providers offered both in Czech and English on voluntary basis, (3) launch of web page with all information, sources and contacts, (4) appointment of the university ombudsperson in 2023.</p> <p>CEITEC closely cooperates with the university management in the area of sexual harassment and bullying and builds upon the university system: (1) We added section about sexual harassment and bullying into our brochure for new employees (we refer to the university web page with the complex information); (2) In 2023, CEITEC nominated two employees to become contact persons according to the point (2) above. These two persons were selected according to their competences to deal with such a sensitive topic, and will be trained by external trainers; (3) We added a section “Sexual harassment and bullying to our HR Strategy web section; (4) We informed about the issue of university guidelines and system in the internal newsletter; (5) As a part of our information system about available training opportunities, we invited our employees to all training workshops organised by the university.</p> <p>Besides the university level, we took an advantage of being a member of the EU-LIFE consortium. In 2021, we co-organised online "Active by</p>	4Q 2023	<p>Head of Director's Office</p> <p>HR Department</p> <p><i>As a part of the EU-LIFE working group on Gender Equality.</i></p>	<p>INDICATORS/OUTPUTS :</p> <ol style="list-style-type: none"> <li>1) Guidelines on how to address bullying and sexual harassment (code of conduct);</li> <li>2) update of Work@CEITEC_MU (sexual harassment and bullying section);</li> <li>3) update of information brochure for new employees (sexual harassment and bullying topic);</li> <li>4) analysis and action plan (sexual harassment and bullying topic);</li> <li>5) anonymous staff survey focused on sexual harassment and bullying;</li> <li>6) training for employees on sexual harassment</li> </ol>

			<p>stander" training for group leaders. Six group leaders and core facility heads participated in the training. The feedback was very positive and participants supported an idea to offer active bystander training to PhD students and postdocs as well. All group leaders from all EU-LIFE consortium partners were invited. In 2022, we used the same concept of the "Active Bystander " training for our junior researchers (8 participants).</p> <p>In 2022, we implemented the same concept of "Active Bystander" training for our junior researchers. The training was attended by eight junior scientists and postdocs, and it was aimed at helping them to recognize and respond to inappropriate behavior in the workplace. In the same year, fourteen employees attended a practically oriented training program called "Respect All the Way I," which was organized by the university's rectorate. The training aimed to provide participants with the tools necessary to prevent sexual harassment, bullying, and violence in the academic environment. We offered the workshop again in 2023, and three employees participated. Additionally, two employees completed the pilot follow-up workshop, "Respect All the Way II." The participants included senior administrative staff, senior scientific staff, PhD students, and HR professionals. We will continue to offer workshops on this issue in the upcoming years.</p> <p>Link: <a href="https://www.muni.cz/en/students/sexual-harassment">https://www.muni.cz/en/students/sexual-harassment</a></p> <p>Link: <a href="https://www.ceitec.eu/hr-strategy-hrs4r/t10811">https://www.ceitec.eu/hr-strategy-hrs4r/t10811</a></p>			<p>and bullying designed;</p> <p>7) number of employees trained in the area of sexual harassment and bullying.</p>
86	<p><b>Implementation of sex/gender dimension in research in research content and education</b></p> <p>[*Gender Equality Plan, action no. GEP-15]</p>	Completed	<p>A mix of actions and events was organized to ensure sex/gender dimension in research implementation. We took advantage of outcomes of the LIBRA project (H2020-GERI), mainly an online web learning module. CEITEC MU has taken an active role in the implementation of good SGDR practice, despite the fact that the impact of SG aspects in the majority of projects is assessed as irrelevant.</p> <p>The relevance assessment is not only the responsibility of the project investigators, but each research project is also evaluated by the Ethics Committee for Research at Masaryk university. The Committee considers the SG aspects of the project and evaluates their correct implementation in all phases of research, taking into account possible future applications.</p> <p>To help researchers consider all potential implications of SG in their research and treat them properly, we offer the Sex and Gender Dimension in Biomedical Research course to either in the form of a</p>	4Q 2022	Scientific Secretary and Science and Innovations Support Dept.	<p>INDICATORS:</p> <p>Number of seminars for postdocs on SGD (and number of participants)</p> <p>Number of PhD courses on SGD (and number of trained PhD students)</p> <p>Number of group leaders and staff scientists participating event on SGD</p>

			<p>lifelong learning course for staff and or study course students (awarded by 2 ECTS credits). The course is offered as a soft-skills course since 2022. The course is open to students of any field. In Spring 2022, we monitor 6 students finishing the course (5F, 1M). In spring 2023, 20 students successfully finished the course. In autumn 2023, 12 students successfully finished the course. In this semester (spring 2024), 24 students have enrolled this course.</p> <p>Link: <a href="https://is.muni.cz/predmet/sci/jaro2022/S5016">https://is.muni.cz/predmet/sci/jaro2022/S5016</a></p>			
87	<p><b>Age management will be explored and established at CEITEC MU</b></p> <p>[*Gender Equality Plan, action no. GEP-16]</p>	Completed	<p>CEITEC MU performed the initial age management analysis. The analysis was provided by external expert organisation. We concluded that the research organisations such as CEITEC MU deal with very different challenges in age management than the employers from the production sectors.</p> <p>Actions formulated based on the analysis were: 1) Change of the reporting system to include data structured by age (where relevant) - completed; 2) Amendment of the regular report to the management about group leaders to achieve retirement age in the next two years - completed; 3) Agreement was achieved to formulate and adopt a retirement policy (as a part of the overall career system of CEITEC MU).</p>	4Q 2022	Deputy Director for Administrative Matters	<p>OUTPUTS:</p> <p>Analysis and Action Plan</p>

# HR EXCELLENCE IN RESEARCH AWARD AT CEITEC MASARYK UNIVERSITY: ACTION PLAN 2024-2027

(2024-04-12)

Note: Extended actions from the previous period are included here.

No.	Action	Status	Remarks	Deadline	Responsibility	Indicators
58	Training: evidence of employee training will be established and used for career development	Extended	<p>During our work on the improvement of career development of our employees, we identified a need to have evidence of employee training records (including those from the previous employment/studies). This would help all group leaders and heads of worksites to define and plan future career development together with employees (mostly with early-stage career researchers). The currently available system of monitoring employees' training participation (Magion) is not optimal for our use. The system enables the generation of a basic overview of training history of each employee. However, the system is outdated and not user-friendly, and occasionally, training data is incomplete or missing (depending on the person responsible for recording the participation).</p> <p>In 2023, university-wide unit responsible for employees' career development and training (CERPEK MU) has initiated the development of a new educational platform. The new platform seeks to offer a comprehensive, long-term view of employee engagement in educational activities. A representative from the CEITEC HR department is actively participating in discussions within CERPEK's Learning &amp; Development coordinators group to facilitate the platform's setup. The primary objective of this new platform is to enhance the planning, execution, and evaluation of educational activities. All data will be centralized, automatically updated, and the entire coordination process (including training records) will become more transparent. As soon as pilot testing of the application will be ready, we will get involved.</p>	4Q 2025	HR department	Set and implement the system of evidence of training



			Due to above-described development at the university level, we are extending the action to the next period.			
61	WORKING ENVIRONMENT: “ideas catcher” – support of bottom-up communication through collection and assessment of employees’ ideas.	Extended	CEITEC MU collects feedback typically via on-line surveys followed by focus groups if required. Launch of an ongoing system of employees’ feedback and ideas was extended from the past period.	4Q 2025	Director’s office	Feedback collection form (PORTAL) Guidelines for collection of feedback and ideas (roles, procedures, deadlines) Number of registered ideas Number of implemented ideas
76	Gender Equality: Increasing the number of female applicants for group leader position and the offer acceptance rate	Extended	<p>Increasing the number of female applicants for group leader position and the offer acceptance rate proved to be one of the most challenging goals of the Gender Equality Plan. When positions open for group leader, we always apply an open international selection process and use gender-sensitive advertisements. We always draw attention to the possibilities of reconciling family and professional life (kindergartens, etc.). Also, if there are women with a relevant scientific profile in the portfolio of applicants for the position (taking into account their specific career path), we try to communicate their needs individually so that they can accept the position if they are successful in the selection process.</p> <p>The action we implemented to reach this goal during 2021-2023 were: (1) Gender sensitive communication was used in the whole process of recruiting new employees. A training was organised, and training guidelines distributed. (2) Specifically, HR managers will participate training on gender sensitive communication. (3) Unconscious bias training for recruitment committee members (and other employees) was repeated. (4) Employees’ benefits at the university level were added with a contribution to the kindergarten costs.</p> <p>During 2021-2023, CEITEC MU opened two group leader’s positions. Share of women among applicants was 27 % (2021) /</p>	4Q 2027	Director’s Office, Scientific Secretary, HR Department	Share of women/men in individual stages of the recruitment procedure (for positions according to the career system).  DESIRED TARGET VALUES:  At least two candidates representing minority gender will be invited to interview for group leader position.

			30 % (2023), 29 % (2021) / 17 % (2023) were shortlisted, 29 % were interviewed (2021) / 0 % (2023), but 0 % was hired.			
88	Gender equality plan 2024-2027	New	CEITEC will formulate Gender Equality Plan for 2025-2027. <i>We will focus on keeping new actions and agendas from the last GEP in life, and to add new topics/actions.</i>	2024	Director's Office	Gender Equality Plan (document)  Annual report on GEP implementation for the management and HRS4R Steering Committee (2025, 2026, 2027)
89	Recruitment practice: bringing the policy and rules into real life, and improving hiring managers' and candidates' practical experience	New	We've reached a point in which a comprehensive work has been done on formulating policy, internal rules and all sort of written documents in the area of recruitment. Now the priority shifts to real life and real experience and HR services.  HR Department will implement a series of support actions to bring OTM-R policy into reality such as:  1) Raising awareness among hiring managers (info sessions, appealing executive summaries of the most important information, training)  2) Building individual relations and trust between HR specialists and hiring managers  3) Improving an experience of candidates (clarification of mutual expectations, clear communication)  4) Extending offered services to support hiring managers in their selection of the final candidate (e.g. psychodiagnostics tools)  5) Facelift of used info sources (template of job adverts, web presentation)	2027*	HR Department	Info session with hiring managers (updates from recruitment) every two years  Executive summary of the Recruitment policy together with a list of services by HR for hiring managers ("Recruitment Pocket Kit")  Job offer for new employees to be agreed before the labour contract is signed (template)  Upgraded web presentation (job adverts, recruitment section)  Analysis and design of using LinkedIn for

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\* Detailed time-schedule will be prepared by the responsible unit by December 2024.

			6) Increasing quantity and quality of candidates via efficient usage of social media advertisement, including participation of hiring managers			recruitment of researchers Annual recruitment data report presented to the management
90	Onboarding as a plug-in to the system: improving employee's and supervisor's experience	New	<p>Following actions implemented and launched in the previous period, we would like to improve employee's and supervisor's experience with the onboarding phase.</p> <ol style="list-style-type: none"> <li>1) At the beginning, HR Department will evaluate first two years of the onboarding system (launched in 2023) and use feedback by new employees on their onboarding and hiring managers on the onboarding support for potential amendments of the system. (2025)</li> <li>2) HR Department will prepare new section in the internal intranet (PORTAL) dedicated to new employees in cooperation with the Director's Office. (2025)</li> <li>3) We will launch „Welcome to newbies“ events for new employees to welcome them on board, as well as to provide them with essential information and contacts. (2026)</li> <li>4) HR Department will promote usage of the onboarding plan by research group leaders. (2027)</li> </ol>	2027*	HR Department	<p>Evaluation of the onboarding system (report)</p> <p>Onboarding section in the PORTAL (intranet)</p> <p>“Welcome to newbies” organised on regular basis</p> <p>Info session with group leaders (updates from onboarding agenda) every two years</p>
91	Ensuring high-quality information service for employees via upgrade of the internal intranet (PORTAL)	New	We will upgrade content and structure of our internal intranet to include a complex information for employees. This action reacts to the results of all employees survey that revealed a structural problem with an information provided and communicated. The PORTAL aims to serve as a central point of information for various groups of employees (e.g. for group leaders, for supervisors, for international employees) and various situations (e.g. onboarding new employees, applying for grants, information about wage system).	2027*	Director's office in cooperation with relevant departments	<p>Upgraded content and revised structure of the PORTAL</p> <p>PORTAL promotion campaign among employees</p>
92	Training offer to our employees	New	<p>Training opportunities and their focus go across the whole spectrum of topics. In the following period, we would like to implement these actions:</p> <ol style="list-style-type: none"> <li>1) Leaders Academy: Moving from pilot operation to well-designed and organised agenda (specification of how the</li> </ol>	2027*	HR Department	<p>Leaders Academy curriculum guide</p> <p>Curriculum guide and offer for postdocs</p>

			<p>academy is organised and financed, identification of concrete high-quality trainings, etc.) (2025)</p> <p>2) Formulation and offer of training specifically for postdocs (based on their needs), e.g. How to become PI, Critical Reading, How to prepare for an interview, etc. (2026)</p> <p>3) Promotion of online training sources among employees. (2026)</p> <p>4) We will develop a specific training concept for the group of technicians and lab managers. (2027)</p>			<p>Number of employees using SEDUO online platform</p> <p>Number of hours of SEDUO online courses attended by CEITEC employees</p> <p>Analysis of training needs of technicians and lab managers</p> <p>Training plan for technicians and lab managers</p> <p>Allocation 100 th CZK annually</p>
93	Leadership assessment: transformation of the pilot system to the standard system and finishing the first round of interviews	New	<p>In the previous period, we launched pilot leadership interviews as a part of the Leadership Policy implementation. In the next period, we would like to set up a calendar for all group leaders and finish the first wave of interviews (all group leaders to undergo the leadership assessment).</p> <p>We will improve the system of follow-up (how the agreed actions are implemented) to ensure impact of the leadership interviews.</p>	4Q 2026	HR Department in cooperation with Scientific Secretary	<p>Leadership assessment calendar (2024)</p> <p>Follow-up system in place (2025)</p> <p>All group leaders to have a leadership interview (2026)</p>
94	Mentoring and coaching system improvement	New	<p>1) We want to launch coaching support for group leaders, CF heads and administrative heads. (2024)</p> <p>2) We will participate in the mentoring scheme for female postdocs (as a member of the EU-LIFE consortium) and evaluate its impact. (2024)</p>	4Q 2024	HR Department in cooperation with Scientific Secretary and Research and innovation support department	<p>Coaching support available for heads of worksites</p> <p>2 mentees supported financially within the EU-LIFE Mentoring Pathfinder program</p>

95	Career system amendment	New	We plan to amend our career system to include incorporate: (1) ISAB recommendations regarding evaluation of junior research group leaders, (2) retirement of group leaders / retirement policy, (3) statement on combination of functions.	4Q 2025	Scientific Secretary	Amendment to the Career System (Director's Measure)
96	Standardization and improvement of employee' evaluation system	New	<p>Even though CEITEC has an internal rule stating the obligation of organising annual evaluation of employees by heads of worksites, there has not been a system and standardization in place. To standardize and improve our system of employee' evaluation, we plan to implement these actions:</p> <ol style="list-style-type: none"> <li>1) HR Department will design and launch a system based in the university information system. The system will include basic structure, defined procedures and roles, time schedule and monitoring/reporting of the evaluation interviews that will be designed as mutual employee-superior interview. (2024)</li> <li>2) To support both superiors and employees in this area, HR Department will offer training on evaluation of employees, including practical training on using the information system. (2024)</li> <li>3) HR Department will evaluate the evaluation system with suggestions to potential adjustments. (2027)</li> </ol>	4Q 2027	HR Department	<p>Evaluation system in the Information System (including monitoring tool)</p> <p>Report on evaluation interviews for the director</p> <p>Target: all scientific employees are evaluated on annual basis</p>
97	Wage policy advancement	New	<p>In 2024, we adopted first wage policy of the institute that was developed based on complex wage analysis and gender pay gap analysis performed in 2023.</p> <ol style="list-style-type: none"> <li>1) In the following period, we want to assess the impact of new wage regulation. We will repeat the wage analysis, including gender pay gap. (2025, 2027)</li> <li>2) Based on the results of the analysis, management will decide on amendment to the wage policy. (2027)</li> </ol>	4Q 2027	HR Department	<p>Gender pay gap analysis (bi-annually)</p> <p>Wage analysis</p> <p>Amendment to the wage policy (if relevant)</p>
98	Supporting mental health and wellbeing of our employees and building safe working environment	New	CEITEC will offer training to employees focused on mental health, unconscious bias, active bystander, resilience, support of well-being, prevention of sexual harassment and bullying, intercultural differences, diversity management, etc.	4Q 2027	HR Department	<p>Regular training</p> <p>1x training annually as minimum</p>

99	Improving postdocs experience and working conditions	New	<p>CEITEC management held a discussion with representatives of the Postdoc Peer Committee and want to pay a systematic attention and react to the needs of this specific group of employees.</p> <p>1) Particularly, we want to analyse options on how to improve these areas as identified by the postdoc community via questionnaire in 2023: Mental health and wellbeing; Improving job security; Work-life balance; Quality of supervision; Training options. (2025, action plan 2025-2027)</p> <p>2) We will formally establish Postdoc Peer Committee as an advisory body to the management to ensure systematic communication and productive cooperation. (2024)</p>	4Q 2027	Director's Office	<p>Formal establishment of Postdoc Peer Committee as advisory body to the management</p> <p>Analysis of postdocs needs</p> <p>Action plan aiming at improving postdocs working conditions</p>
100	Strengthening participatory principle in CEITEC management: Formal establishment of PhD Committee and Postdoc Peer Committee as advisory bodies to the management	New	Formal establishment of PhD Committee and Postdoc Peer Committee as advisory bodies to the management.	4Q 2025	Director's Office	Amendment of the organisational structure to establish PhD Committee and PPC as advisory bodies to the management
101	PhD School: Appointment of PhD coordinator as a first and trustworthy contact point for PhD candidates – linking all stakeholders and information together	New	Currently, the position of PhD School manager is more related to administrative and organizational duties. The agenda is fragmented according to the needs of individual PhD study programmes and there is no common standard for a supervisor at CEITEC MU. The current setup of the position does not allow the effective development of the CEITEC PhD School but rather operational support.	4Q 2025	Scientific Secretary in cooperation with the Research and innovation support department	CEITEC PhD School Coordinator description of position, and appointment
102	PhD School: Amendment of the Thesis Advisory Committees to improve its effectiveness and offer a safe space to deal with a quality of supervisor issues	New	<p>We aim to improve how TAC are organised and structured. Based on good practices learnt from our partners, we want to design standardized set of questions (that can be extended) to make sure that TAC discussion is well directed and targeted.</p> <p>Furthermore, we are planning to modify the TAC forms so that the section where the student or supervisor is not present is not publicly available and is part of the signed form. The goal is to provide a safe space to deal with a quality of supervisor/supervision practice.</p>	4Q 2025	Scientific Secretary in cooperation with Research and Innovation Support Department	<p>TAC templates for meetings (standardized questions)</p> <p>TAC design revised</p>

			We also plan to modify the form to include follow-up questions on student satisfaction with the supervisor and vice versa.			
103	PhD School: Declaration of the general standard of supervisor leading to increased quality of supervision at CEITEC	New	We aim to clearly define expectations for the role of supervisor. At CEITEC MU, teachers and supervisors of PhD students are involved in various study programmes guaranteed by the faculties. Duties and standards in the individual programmes differ in part, creating a non-transparent environment for learners. The aim is to unify a common standard (scope and quality) of activities that all supervisors at CEITEC MU provide to their students. The quality of supervision will be required and evaluated as part of the assessment of leadership skills.	4Q 2026	Scientific Secretary in cooperation with Research and innovation support department	Standard of supervisor (document) Presentation to supervisors (internal event) Leadership assessment interviews design upgrade reflecting standard of supervisor Annual report to the management about PhD School (adding data on average length of PhD studies, success rate)
104	PhD School: Unification of PhD candidates' experience across doctoral study programmes	New	Currently, the common standard for PhD studies is defined by the CEITEC MU PhD School concept. This means it does not apply to doctoral study programmes not belonging under the umbrella of the CEITEC MU PhD School. The standard of PhD studies should include guaranteed income, thesis advisory committee, soft skills courses offer, form of defence, involvement into PhD conferences, retreats, training and workshops.	4Q 2027	Scientific Secretary in cooperation with Research and innovation support department	Common standard of support for all PhD candidates adopted and implemented