

HR Excellence in Research:

HR Strategy and HR Action Plan



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1. INTRODUCTION

Since its establishment, the Central European Institute of Technology at Masaryk University (CEITEC MU) has considered **people the most important factor for building a successful research centre and carrying out high-quality research**. Having top end infrastructure, modern premises and fair budget allocation means nothing without quality people and their input.

Constantly looking for improvements in HR management and development, CEITEC MU presents this **HR Strategy and Action Plan, implementing the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers**.

The HR Strategy aims to bring significant progress in the institute's HR management in research by implementing modern HR principles suitable for **the academic environment** and complying with the European Charter and Code.

All research and core facility staff constitute the target group for the HR Strategy and Action Plan. All researchers are addressed by the HR Strategy and Action Plan according to the level of their seniority since each stage of a research career requires a tailored approach, having different needs and facing different challenges. We believe that implementing the Action Plan will, moreover, also bring a positive effect to non-research employees through cultivating the institute's culture and improving the overall working conditions.



The HR Strategy is based on **the Strategic Plan of CEITEC MU up to 2020** (also: Strategy 2020) and further develops and specifies institute's strategic priorities and the vision. The consecutive Action Plan consists of concrete steps (Actions) to be taken to reach the pre-set targets. **The Action Plan specifies priorities and actions for the upcoming 5 years (2018-2022) with self-evaluation (2020) and external review (2022) as components of their implementation.**

CEITEC MU VISION (2020)	STRATEGIC PRIORITIES
<p><i>CEITEC MU wants to be:</i></p> <ul style="list-style-type: none">• An internationally recognised research institute in life sciences with links to material science• One scientific community bridging disciplinary boundaries• A role model for a university research institute in the Czech and Central European context• A source of inspiration and innovation to the university, a driver of internationalisation of the university• An institute with the open, international, fair and friendly environment	<ol style="list-style-type: none">1. Strong institutional profile2. Leadership in science3. Excellent working environment4. Sustainable and efficient institute with good governance5. Strong community open to its environment

2. ORGANISATIONAL INFORMATION

STAFF & STUDENTS	FTE (2017)	%
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	281	100
Of whom are international (i.e. foreign nationality)	103,3	36,8
Of whom are externally funded (i.e. for whom the organisation is host organisation)	39 ¹ (HC)	-
Of whom are women	117,9	42,0
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	31,8	11,3
Of whom are stage R2 = in most organisations corresponding with the postdoctoral level	72,1	25,7
Of whom are stage R1 = in most organisations corresponding with the doctoral level	91,3	32,5
Of whom are "Staff scientist" (R1, R2, R3) ²	84,0	29,9
Total number of students (if relevant)	26 / 305 ³ (HC)	-
Total number of staff (including management, administrative, teaching and research staff)	382	-
RESEARCH FUNDING (figures for the most recent fiscal year)	€ (2017)	
Total annual organisational budget	23 370 588	
Annual organisational direct government funding (designated for research)	4 439 216	
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	18 583 740	
Annual funding from private, non-government sources, designated for research	347 633	

¹ Number of researchers having internship at CEITEC MU in 2017 (an agreement on internship is closed between researcher and CEITEC MU with no payment by CEITEC MU). These researchers are not employed at CEITEC MU and therefore they are not included in the total number of employees.

² Current classification of positions at CEITEC MU does not allow us to differentiate „Staff scientists“ into R1, R2 or R3 stage. Staff scientists at CEITEC MU now create heterogeneous group of senior researchers and junior researchers (incl. without PhD). This will be reformed with the new career system (see action 2-E) that distinguish junior staff scientist (R1 and R2) and senior staff scientist (R3).

³ 29 PhD students in CEITEC PhD School - Life Sciences program / 305 are all MU PhD students supervised by CEITEC supervisors.

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The Central European Institute of Technology – Masaryk University (CEITEC MU) is an independent university institute, which was established at Masaryk University as part of the CEITEC Consortium. CEITEC MU is a key part of the state-of-the-art research infrastructure that was built in 2014 at the University Campus in Brno–Bohunice and provides top equipment and optimal conditions for basic and applied research, especially in the field of life sciences. The institute is organized in 5 research centres and 37 research groups.

Please refer to the Gap Analysis (Introduction) for a detailed profile of the institute.

3. HR STRATEGY AND ACTION PLAN OVERVIEW

In the Strategy 2020, CEITEC MU publicly expressed its commitment to ensuring an excellent working environment for researchers and other employees at the centre, providing them with good governance and promoting a strong and open community. CEITEC MU aims to become a “first-choice” employer with emphasis on diversity and transparency principles.

The HR Strategy and Action Plan want to pay attention to the whole “employment-cycle” of a researcher, including recruitment, onboarding, career development and finally the exit from the institute. When researchers leave the institute, they should, as alumni, be the ambassadors of CEITEC in leading research institutes or in another research-related sphere organizations.

Institutional management and policies have traditionally been weak in the Czech research environment. The HR Strategy and Action Plan are therefore designed to fully assume the role of the research institution to provide a transparent and fair framework for researchers to pursue their career path. **This document aims to transform the perception of a desirable career path in academia in the Czech research environment.** In the past, inbreeding was practised on a regular basis (often even viewed positively across national research community), and it remains to be rooted in the Czech research environment. **The formulated transformation, therefore, starts by changing the career system and continues with the announced reform and update of the recruitment policy following the OTM-R principles.**

On the other hand, it is also important to offer a stable and predictable working environment. Considering the specific nature of research positions being dependent on mobility requirements (in many cases), CEITEC MU hereby stands for offering career development and training opportunities that will increase of researchers’ employability within and outside Masaryk University.

The HR Strategy considers an internal culture and the institute’s governance as important aspects of employees’ satisfaction and level of their integrity with the institute’s goals and initiatives.

Last but not least, gender balance, equal opportunities and diversity management play an important role in the modern HR policies of research institutes such as CEITEC MU. Particularly in this area, structural barriers that affect many researchers’ career development must be addressed by structural and cultural changes through active participation and involvement of the researchers.

The HR Strategy and Action Plan are broken into the following area:

- I. Recruitment and onboarding
- II. Career system, supervision and training
- III. Working conditions
- IV. Cultivation of internal culture and governance
- V. Diversity, internationalization and gender equality

Individual Action Plan actions are classified into these categories:

- D – Development
- F – Formalization (Institutionalization)
- C – Communication
- I – Implementation

I. Recruitment and onboarding

Considering the fact that most research positions have a limited duration, and the researchers are expected to be mobile, there is a high rotation of researchers. This means that as a research institute, you have to recruit new people almost continuously. This requires a lot of time and energy from the institute. CEITEC MU aims to become a **“first-choice” employer** for PhD students, postdocs and (junior) group leaders.

Recruitment of new people also requires an effective onboarding. It is crucial that new employees are well informed about their new working environment right from the start, that they are properly introduced and have sufficient knowledge of what is expected from them. Proper onboarding will lead to better identification with the institute, its priorities and culture.

Targets:

1. Number of applicants per vacant position opened to be increased and comparable to other EU-life institutes.
2. Instalment of a modern recruitment policy that implements the OTM-R principles, thereby clarifying the role of the HR Department and the group leaders and the service that is being offered to the group leader.
3. People participating in selection procedures are to be properly trained.
4. Administrative burden to be minimized, handled by the HR Department and e-recruitment tools to be used.
5. Onboarding of new employees to be standardized and provided by a direct superior in cooperation with the HR Department.
6. Work@CEITEC website to be launched and regularly updated, providing necessary information for candidates, new employees and current staff about the recruitment process and all important aspects of working at CEITEC MU.

II. Career system, supervision and training

All people in the institute should be well informed about the career progression they will be subject to. Ideally, all postdocs and PhD students should know right from the start, how many years they will be granted to do their research project within CEITEC MU. Also, the institute should ensure high-quality supervision, but at the same time, the supervisors should be able to get quality training in leadership and coaching. CEITEC MU wishes to offer a research career consisting of great science, well-balanced coaching and last but not least training in a diversity of fields: science, transferable skills, leadership and other relevant competencies. The institute's goal is to increase the employability of the researchers and to offer a good start for the continuation of their career outside CEITEC MU (mainly postdocs and PhD students).

Targets:

1. CEITEC MU to offer a transparent system for research, technician and non-research positions and a clearly defined career track that eliminates inbreeding and supports mobility as much as possible (the career system).
2. Researchers at CEITEC MU to benefit from a complex career development system, including training according to the stage in their career and mentoring. As a consequence, their employability both inside and outside the academia will be increased during their stay at CEITEC MU.
3. Supervisors at CEITEC MU will provide quality feedback and development to their team members. To enable them to do so, they will be offered professional training in supervisor and managerial competencies.

III. Working conditions

CEITEC MU wishes to offer **a research environment that is transparent, clear to everyone and with fair and stable working conditions**. All researchers can rely on the professional administrative support so that they can devote most of their time to their research projects. “*Stable working conditions*” do not mean open-ended contracts, but a situation where employees know what they can expect in terms of duration of the contract, salaries, benefits and social security.

Targets:

1. CEITEC MU to actively reduce perceived research position instability through proper information, clarity and working condition adjustments (while taking research environment specifics, such as requirements for mobility, transitional characteristics of postdoc position, etc.).
2. Working conditions to be unified, meaning that the same rules to be applicable to everyone.
3. Researchers to receive professional and standardized support from the administration staff. The administrative burden to be minimized to a necessary level, but always with respect to institutional, national and EU rules and regulations.
4. Working environment and conditions to be designed with respect to all institute employees’ work-life balance. The Work-Life Balance policy is regularly reviewed and updated based on two-way communication between the management (superiors) and employees.

IV. Cultivation of internal culture and governance

An Institute's culture is the total sum of the values, customs, traditions, and meanings that make an institute unique. It cannot be formalized and ordered to be implemented. The management and managerial staff's role is important in "being a good example" and implementing those values supported by the management and that are written in the Strategy 2020.

Targets:

1. Group leaders to play active and wider role in the institute life, management and strategic direction of the institute. They participate in consultations and decision-making process.
2. Junior researchers to be provided by means how to represent their group interests and formulate their needs and propose new initiatives to the management.
3. CEITEC MU will establish alumni network that will be a part of overall employment cycle and will be used as an enabler to networking and as a part of branding strategy of the institute.

V. Diversity, internationalization and gender equality

In order to attract and retain the best talents, **diversity management with a focus on equal opportunities** should be further maintained and developed. CEITEC MU has already established a variety of tools and activities supporting equal opportunities as part of the Gender Equality Plan⁴ and is therefore on a good track (e.g. monitoring of gender-disaggregated data, gender mainstreaming of internal policies and rules, formulation of institutional work-life balance policy). However, changing such complex conditions needs time and needs to be implemented with a long-term perspective. CEITEC MU aims to be known as good employer supporting diversity and equal opportunities.

Targets:

1. Diversity management with a focus on equal opportunities and internationalizing the institute's staff to be implemented on an ongoing basis as a standard part of the institute's management and development.
2. The proportion of women researchers in senior positions to be increased⁵ and be regularly evaluated.
3. The proportion of international staff to be increased to 40-45 % in 2022.
4. Gender mainstreaming to be implemented as standard procedure at all levels and areas of the institute's operation and management.
5. Standardized and regular reporting to the management always to include gender-disaggregated data.

⁴ The Gender Equality Plan is available at: <https://is.muni.cz/do/ceitec/strategy/GEP/?lang=en>

⁵ Measures implemented in order to support women researchers in senior positions are very complex, requiring structural, cultural changes and efforts. There are many aspects out of the scope of each individual employer (e.g. total number of women in research, number of BA and MA students in life sciences). For this reason, we do not state a target value for the proportion of female group leaders.

4. NARRATIVE

The SWOT Analysis below summarized input from the general CEITEC MU SWOT analysis from 2018 and the HR Excellence in Research Gap Analysis results from the same year. Please address the Gap Analysis (Annex 1) for more details on strengths and weaknesses, including categorisation according to the four thematic areas of the Charter and Code.

Strengths	Weaknesses
<p>Strong institutional profile</p> <ul style="list-style-type: none"> • Research environment supporting networking • Strong institutional culture supporting lifelong learning and work-life balance with many educational and social events • Ethical principles, research freedom, accountability, non-discrimination embedded in institute's culture • Well established CEITEC brand in the Czech Republic <p>Science and research support</p> <ul style="list-style-type: none"> • PhD school operating in line with European standards (English language, expat support) • Training for junior researchers • State of the art infrastructure including well-trained lab technicians • Fair internal assessment and transparent bonus system according to European standards • The system of external evaluation and peer review • Proper lab management (incl. health and safety management) <p>Working conditions and governance</p> <ul style="list-style-type: none"> • Strategically thinking management • Gender Equality Plan in place • Well-functioning administration departments • Working environment based on open communication • Work-life balance (flexi-time, part-time contracts) • Strong in personnel administration (legal requirements) • English speaking (international) working environment • Strong internal communication • Expat integration support 	<p>Science and research support</p> <ul style="list-style-type: none"> • Unclear career track • Missing synergic training planning and organization • Training for group leaders • Unclear future of PhD school • Missing career development conception • Relatively weak institutional collaboration • Weak support for technology transfer • Low attractiveness for senior researchers • International visibility of Research Programmes <p>Working conditions and governance</p> <ul style="list-style-type: none"> • Unification of working conditions still not finished (wage policy, PhD students having different conditions, etc.) • Low partnership with researchers on senior/management positions (one-way communication) • Weak cooperation and partnership between group leaders and HR Department in the recruitment process • Limitations due to project funding • Obsolete reporting system • The administrative burden in the area of personnel administration

Opportunities	Threats
<p>Science and research support</p> <ul style="list-style-type: none"> • Visible international PhD school • Researchers career model supporting international mobility and excellence • Diversity management • Support for Technology Transfer (good practices, stimulating environment, incentives) • The openness of Czech citizens towards science progress <p>Working conditions and governance</p> <ul style="list-style-type: none"> • Internal culture with group leaders in which group leaders play wider role • Transition from “administration-driven” culture to “researchers and management driven” culture • Modernization of internal rules + procedures • Formalization of current good practices (institutionalization) • Better reporting -> better planning/decisions -> increase of effectivity • Key player in central, east Europe (employer) & Alliance4Life 	<p>Financial planning and sustainability</p> <ul style="list-style-type: none"> • The unpredictability of future financing (nationally) <p>Working conditions and governance</p> <ul style="list-style-type: none"> • Conditions of projects • Rigid environment <-> project funding of salaries • Pressure to reduce administrative costs -> low capacity • Unclear conditions 2020+ (structure, size, budget)

Sources: General SWOT analysis of the CEITEC MU (2018); HR Award Gap Analysis of the CEITEC MU (2018)

5. ACTION PLAN (2018-2022)

Category / Principle(s)	Gap (No. / Description)	Title action ⁶ (code and description)	Type of action ⁷	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Ethical and professional aspects 3, 6	1.1 There are some areas where CEITEC MU should develop new measures to address issues such as data anonymization, data management, data manipulation (also relevant to principle no. 7 <i>Good practice in research</i>). The accountability of the institution in research will require developing and adopting internal policies on auditing data and processes leading to output release . <i>“Although failures in data manipulation, fabrication or any other kind of misconduct have never been identified, the research environment at CEITEC MU is not fully monitored and such a system may be more prone to induce</i>	1-A (Open) Data Management Policy is to be developed and implemented	D F I+C	IV./2020 II./2021 IV./2021	Scientific Secretary	(Open) Data Policy (document)
		1-B <i>Preparation for and implementation of new GDPR rules (the perspective of research groups and facilities)</i>	D I	I./2018 I-IV./2018	Operations Dept.	Internal rules of GDPR (document)

⁶ **High priority actions are highlighted in turquoise colour.**

⁷ **D (development), F (formalisation), C (communication), I (implementation)**

	<p><i>false researcher behaviour.</i>” K. Říha, Deputy Director for Research</p> <p>CEITEC MU should develop new measures to address issues such as data anonymization, data management, data manipulation (also relevant to the principle no. 3 “<i>Professional responsibility</i>”). The research environment at CEITEC MU is not fully monitored and such a system may be more prone to induce false researcher behaviour. The institution’s accountability in research will require developing and adopting internal policies on auditing data and processes leading to outputs release.</p>					
<p><i>Ethical and professional aspects</i></p> <p>4</p>	<p>1.2 A gap can, however, be identified in missing formalization / institutionalization of current good practice and quality services of the Grant Office and the Department for Project Administration. CEITEC MU lacks an internal norm on proper preparation and implementation of grants/projects and subsequent project sustainability, including standardizing the project</p>	<p>1-C <i>Director’s Measure on Project Preparation, Implementation and Sustainability will be adopted</i></p>	<p>F I</p>	<p>IV./2018 I./2019</p>	<p>Grants Administration Dept., Grant Office</p>	<p><i>Internal norm Annual assessment of the operation (incl. decision on the update of the rules)</i></p>

	support team's personnel structure (such as availability of administrator, finance manager, project manager, etc.). This issue is to be addressed in the Action Plan.					
Ethical and professional aspects 5	1.3 A gap was identified in missing a formal orientation process that needs to be defined and implemented. So far, the quality and extent of the orientation process has been related to the quality and responsibility of the superior (head of workplace). The orientation process should involve all steps needed for proper orientation of an employee and should involve not only a representative of the HR Department but also the new employee's direct superior. The goal is to create a standardized orientation plan to reflect the needs of the position and the department.	1-D ORIENTATION OF NEW EMPLOYEES a) System of new employees' orientation will be defined, combining role of head of workplace and HR representative. b) Information package for new employees will be prepared, offering written information on various aspects of working at CEITEC (incl. practical information e.g. on how to apply for vacation, check-list for newcomers, etc.). c) Launch of new orientation system (process) for new employees. d) Work@CEITEC_MU webpage will be developed as a part of recruitment and orientation process.	D D, C C, O D	II./2020 II./2019 I./2021 II./2020	HR Dept.	Internal guidelines on orientation process (document) Information brochure for new employees (document) Work@CEITEC_MU website (quasi-document) Number of new employees that went through the orientation process Feedback form / Satisfaction level
Ethical and professional aspects	1.4 Another gap was identified in the lack of awareness about	1-E	D	III./2018		

5, 8	<p>the existing IP protection system (as operated by the Centre for Technology Transfer at MU), but also on an implementation level, where CEITEC MU does not have a formal procedure on scouting, pre-screening publications and research outputs in place. Researchers can consult with CTT MU, but there is no “active system” in place (searching actively for relevant research outcomes to be protected as IP).</p> <p>A gap can be identified in a lack of awareness about the activities of the Centre for technology transfer at MU, but also at a practical (implementation) level, where CEITEC MU does not have a formal policy/procedure on scouting, and pre-screening publications and research outputs. Researchers can consult with CTT MU, but there is no “active system” in place. <i>(This gap is already identified in the principle Contractual and legal obligations.)</i></p>	<p><i>TT Strategy will be internally discussed and formulated.</i></p> <p><i>[Training focused on IP protection, TT and services provided by TTO will be included to the training scheme – see action no. 4-C.]</i></p>	F		Director's Office, Strategy and Science Dept.	TT Strategy (document)
Ethical and professional aspects 8	1.5 A gap could be found in the area of exploiting research results – a CEITEC MU TT Strategy should be prepared and discussed.	See action no. 1-E	-	-	-	-

<p><i>Ethical and professional aspects</i></p> <p>6</p>	<p>1.6 CEITEC MU is missing a functional repository for archiving outputs produced by researchers.</p> <p>⇒ <i>Connected with gap no. 1.1 and action no. 1-A</i></p>	<p>1-G <i>A discussion at the university level on the university repository for archiving outputs produced by researchers will be initiated.</i></p> <p><i>(This issue needs to be addressed at the university level.)</i></p>	<p>C</p>	<p>IV./2019</p>	<p>Scientific Secretary</p>	<p>Meeting minutes</p>
<p><i>Ethical and professional aspects</i></p> <p>6</p>	<p>1.7 Responsible research and responsible research and innovations (RRI) principles are a new topic at CEITEC MU that needs to be addressed. For that reason, it is currently perceived as a gap. However, since CEITEC has recently become an ORION project partner – Open Responsible research and Innovation to further outstanding knowledge (www.orion-openscience.eu) and has started implementing new policies, we expect that this gap will be diminished.</p>	<p>1-H <i>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.</i></p>	<p>-</p>	<p>II./2018 - IV./2022</p>	<p>Director's Office Scientific Secretary Department for Strategy and Science</p>	<p>-</p>
<p><i>Ethical and professional aspects</i></p> <p>7</p>	<p>1.8 At CEITEC MU, it is necessary to determine a responsible person for each laboratory, as stated by the Director's Measure no. 2/2017 Determination of Responsibility for the Operation, Maintenance and Repairs of Instrumentation and Equipment of CEITEC MU</p>	<p>1-I a) <i>Relevant heads of workplaces (groups, facilities) will determine a responsible person for each laboratory.</i> b) <i>The list of responsible persons for CEITEC MU laboratories will be kept updated.</i></p>	<p>I I</p>	<p>IV./2018 IV./2018</p>	<p>Operations Dept. Operations Dept.</p>	<p>Evidence of lab managers</p>

	(but still not implemented properly).					
<i>Ethical and professional aspects</i> 7	1.9 IT Policy, as described above, is to be finished, approved and implemented.	1-J a) <i>IT Policy will be adopted</i> b) <i>Internal promotion campaign will be designed and launched</i> c) <i>Information on IT policy will be included in the information package for new employees (see action no. 1-D)</i>	D, F C C	IV./2018 II./2019	Operations Dept.	IT Policy (document) Information brochure for employees
<i>Ethical and professional aspects</i> 7	1.10 A gap was identified in the lack of mechanism at lab (group) level. There is no formal system on lab books' evidence and archiving. An internal norm should be approved in order to have a clear system specifying the required results. ⇒ <i>Connected with gap no. 1.1 and action no. 1-A</i>	1-K a) <i>Lab books will be designed for group leaders and distributed centrally</i> b) <i>Internal norm on evidence and archiving lab books will be adopted</i>	D F	II./2019 IV./2019	Scientific secretary Strategy and Science Dept.	Lab books templates Director's Measure
<i>Ethical and professional aspects</i> 11	1.11 What was identified as a gap in evaluating researchers is the non-existence of an evaluation system tailored to the position of the group leader as a manager. CEITEC MU has a very well-developed evaluation of the overall group's research performance that enables evaluating a "unit". However, the institute is missing an evaluation of the group leader as a managerial	1-L 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. ⇒ <i>See action no. 4-A</i>	D F C	IV./2019 II./2020 I.-III./2020	Scientific Secretary	Guidelines for group leaders' annual evaluation Number of evaluation meetings per year (held by Director with group leaders) Feedback mechanism

		<p>group leader and in line with systemization of job positions. This will be included in the Recruitment Policy.</p> <p>d) 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.</p> <p>e) All open vacancy templates will be updated, implementing the new recruitment policy and OTM-R principles and principles of gender-neutral (gender-sensitive) language.</p> <p>f) Informal inquiries tool will be promoted to be used as a standard part of the recruitment procedure, esp. in senior positions.</p> <p>g) Alumni network will be established and will serve (not only) as a part of recruitment strategy.</p>	D	II./2020	Scientific Secretary	
			D	I./2020	HR Dept.	
			D, C	I./2020	HR Dept.	
			D, F, C	II./2020	Director's Office	
Recruitment 12, 13	2.2 Some group leaders (and/or facility heads) do not always inform the HR Department on new positions and do not organize a selection procedure	See action no. 2-A.	-	-	-	-

	with the HR department (as mentioned earlier, even though there is an internal rule that specifies such a requirement). This not only causes problems in recruitment monitoring, but also in following on-boarding of new employees (esp. when coming from another country) and quality control of the recruitment procedure and its standards. The goal is to show that there are some sources from which we can get high-quality staff, and the HR department and a scientific secretary (methodically) can help in this process.					
Recruitment 12, 13	2.3 PhD students with supervisors at CEITEC MU might be enrolled in other programmes (outside CEITEC PhD School) with different rules and conditions, including the admission procedure. Unifying rules and conditions for PhD students and their PhD programmes at CEITEC is a challenge for the following years.	2-B <i>Debate with the rectorate and faculties will be initiated regarding unification of standards for CEITEC PhD students.</i>	C	I./2019-IV./2022	Scientific Secretary	Meeting minutes
Recruitment 12, 13	2.4 CEITEC MU should consider using electronic / on-line forms to gather applications. The benefit of on-line forms could be found in better evidencing, including available metadata.	2-C <i>(See also action no. 2-A) An analysis of available e-tools for recruitment will be prepared.</i>	D	IV./2020	HR Department, Scientific Secretary	Analysis of available e-tools for recruitment (document)

<p>Recruitment 14</p>	<p>2.5 As already stated in Principles 12 and 13, CEITEC MU has a definite gap in having recruitment rules specifying the requirements on the diversity of selection committees (incl. the gender balance aspect), and actively working with various selection practices. Selection committee members are not trained by any means. <i>(This gap is to be addressed as a part of Recruitment rules revision and update, as stated above.)</i></p>	<p>2-D (See also action no. 2-A) <i>Training for recruitment committee members, which will be in line with stated Recruitment Policy, will be prepared and regularly organized. The training will also cover the area of avoiding unconscious bias during the recruitment procedure.</i> <i>(This is also connected with action no. 4-A)</i></p>	<p>D I</p>	<p>I./2020 III./2020</p>	<p>Strategy and Science Dept., HR Dept., Scientific Secretary</p>	<p>Training design (document) Number of training Number of trained people</p>
<p>Recruitment 15</p>	<p>2.6 Internal procedure on providing feedback on an application's strengths and weaknesses is currently absent. This gap is to be addressed as a part of general revision in the recruitment rules. <i>Please refer to principles "Recruitment" (12, 13).</i></p>	<p>See action no. 2-A.</p>	<p>-</p>	<p>-</p>	<p>-</p>	<p>-</p>
<p>Recruitment 16, 17, 18, 20</p>	<p>2.7 Selection committee members are not trained in recruitment. CEITEC MU needs to address the existing gap in missing guidelines on how to assess CVs and how to evaluate candidates. <i>(This gap is to be addressed as a part of Recruitment rules revision and update, as stated above.)</i></p>	<p>See action no. 2-D.</p>	<p>-</p>	<p>-</p>	<p>-</p>	<p>-</p>

<p>Recruitment 21, 28</p>	<p>2.8 A formal Career System that specifies all positions at CEITEC, career track for all positions, requirements on individual types of positions and research group life cycle is missing at CEITEC MU.</p> <p>Absent rules for career development (career system) is one of biggest gaps that have been identified while preparing the Gap Analysis.</p>	<p>2-E <i>Career system will be approved. The career system will clarify research career track, life cycle of research group, options for career development, etc.</i></p>	<p>F</p>	<p>IV./2018</p>	<p>Scientific Secretary</p>	<p>Director's Measure – Career System (document)</p>
<p>Recruitment 21</p>	<p>2.9 A gap is definitely present in the absent specific recruitment rules for recruitment and appointment of postdocs, including defining the postdoc as someone, who “comes in and goes out” after given period of time.</p>	<p>See action no. 2-E.</p>	<p>-</p>	<p>-</p>	<p>-</p>	<p>-</p>
<p>Working conditions and social security 24</p>	<p>3.1 Gaps were identified through the PhD and Postdoc Survey in three areas: 1. work-life balance (PhD students), 2. social benefits (PhD students) and 3. child support (both PhD students and postdocs). These gaps need to be further explored since the survey does not provide reasons for the dissatisfaction that could lead from not having a system in place, low awareness of existing support, etc.</p>	<p>3-A <i>Focus groups with early stage career researchers (PhD students and postdocs) will be held with the aim to find reasons for being dissatisfied with selected aspect of their stay at CEITEC MU. (See action no. 3-K)</i></p>	<p>C</p>	<p>IV./2018</p>	<p>Director's Office Scientific Secretary Strategy and Science Dept.</p>	<p>Number of focus groups Minutes from focus groups Number of attendees of focus groups</p>
		<p>3-B <i>Portal on Work-Life-Balance will be launched with the aim of raising awareness, promoting internal WLB</i></p>	<p>C</p>	<p>III./2018</p>	<p>Director's Office</p>	<p>WLB Portal launched</p>

		<p>minimum 3 months before their contract ends.</p> <p>e) Specific training and events for PhD students and postdocs will be organized to increase their employability and their awareness on different career tracks inside and outside academia. (See action no. 4-C)</p> <p>See action 2-E</p> <p>See action 3-D</p>			Strategy and Science Dept.	
<p>Working conditions and social security</p> <p>26</p>	<p>3.3</p> <p>A gap has been identified in the wage policy, which is not completely anchored and defined. The aim is to have a salary range for all positions so the wages for the same positions are in a certain scatter and the wage policy is transparent.</p>	<p>3-D</p> <p>a) New internal wage policy will be adopted that will be in line with the Career system.</p> <p>b) Analysis of wage levels will be prepared, including gender pay gap analysis.</p> <p>c) Particularly in the group of group leaders and facility heads, transformation to the system of contractual salaries will be considered.</p>	<p>F</p> <p>D</p> <p>C</p>	<p>I./2020</p> <p>III./2019</p> <p>IV./2020</p>	<p>HR Dept.</p> <p>Director's Office, HR Dept.</p> <p>Director</p>	<p>Wage policy (document)</p> <p>Analysis of wage levels (document)</p>
<p>Working conditions and social security</p>	<p>3.4</p> <p>It is also necessary to take a gender aspect into consideration, so we don't have any differences in the same</p>	<p>See action no. 3-D b)</p>	-	-	-	-

26	positions between men and women within an institution. This aspect will ensure the mentioned salary range will be set according to the job position. CEITEC MU has never done an analysis of (non)existence of a Gender Pay Gap at the institute . This should be the first step, in order to find the starting point and extent of (if any) the gap.					
Working conditions and social security 26	3.5 We found a gap in foreigners' insurance , which is created based on an employment contract. This insurance is valid just for these foreign employees and not their family members. This has already caused several cases of families (researcher and his/her wife/husband/child/children) facing health troubles not covered by health insurance and causing huge debts for medical care. Unfortunately, this problem could only be solved by lawmakers, not by employees nor employers.	3-E <i>This gap could not be solved by CEITEC MU, nor the the university level. Solving the gap needs a change in national legislation.</i> <i>CEITEC MU can only raise awareness on the situation of foreign employees' family members and providing consultation services to foreign employees.</i> <i>If there is an opportunity to lobby for change in legislation, e.g. during meetings with politicians, CEITEC MU will raise this gap.</i>	C	-	Director	-
Working conditions and social security	3.6 There is a clear existence of a so called " leaky pipeline " at CEITEC MU , having a higher	3-F GENDER EQUALITY <i>CEITEC MU will continue in implementation of the</i>	D F C	II./2018 - IV./2022	Director's Office Scientific Secretary	Regular reporting of the GEP implementation

27	share of women in rather junior research positions (PhD students, postdocs) and a remarkably lower share of women in group leader positions.	<i>Gender Equality Plan in 2018-2019. For 2020-2022, new Gender Equality Plan will be formulated.</i>			HR Dept. (GEP Team)	Monitoring of gender-disaggregated data and their assessment (Concrete deliverables and outcomes are specified in the GEP)
Working conditions and social security 27	3.7 There is a low representation of women in decision-making and advisory bodies at CEITEC MU (excluding management of the institute with 50:50 share).	<i>See action no. 3-F Specifically, as a part of GEP, CEITEC will continue in monitoring representation of women in decision-making and advisory bodies at the institute and will always consider diversity of such bodies.</i>	I	II./2018 - IV./2022	Director's Office	Monitoring representation of women in decision-making and advisory bodies
Working conditions and social security 28	3.8 As perceived unclear career tracks were identified within the gap analysis in the group of researchers, CEITEC MU needs to pay attention to career system development, defining a clear career track for research and technician positions and offering a means of career development, including mentoring. (This is to be addressed by the new Career System as described above.)	<i>See action no. 2-E</i>	-	-	-	-
Working conditions and social security	3.9 There is definitely a gap in the area of mobility in having no direct link between an	<i>See action no. 2-E. Career system needs to address the importance of mobility experience.</i>	-	-	-	-

29	evaluation system (on the level for individuals, but also groups) and existence/absence of mobility experience.	3-G <i>Researcher mobility requires overall analysis to define various types of mobility, gather quantitative and qualitative data on most common barriers for mobility and focus on questions of possible budget evidence centralization, definition of expectations, etc.</i>	D	II./2020	Scientific Secretary	Mobility analysis (document) Monitoring mobility
Working conditions and social security 29	3.10 As the survey results show, there is a gap in the relatively high number of existing researchers having no opportunity to spend time abroad/in another lab/company (personal assessment without specifying the reason for such a statement) and a relatively big group of researchers not being encouraged for mobility by their supervisor.	See action no. 3-G	-	-	-	-
Working conditions and social security 29	3.11. Institutional and personal obstacles for mobility , as indicated by PhD students and postdocs, need to be further analysed and addressed.	See action no. 3-G <i>[The mobility analysis will also include focus groups with PhD students and postdocs.]</i>	-	-	-	-
Working conditions and social security 30	3.12 Although the Career Centre services for employees at MU were launched in 2017, there is still a gap in missing cooperation conception between CEITEC MU and the	3-H <i>Options in offering professional career advice for researchers in cooperation with the MU Career centre will be explored (also based on experience with pilot</i>	C D	IV./2019	Strategy and Science Dept., HR Dept. (Deputy Director for Admin. Matters)	-

	Career Centre at MU on access to career advice for researchers (at all stages of career).	<i>cooperation in 2018 focused on people in management positions in the Administration Section).</i>				
<i>Working conditions and social security</i> 30	3.13 For the future, all above mentioned activities should be unified into one system covering career development, including a career system, for researchers at all levels from PhD student to independent group leader . The system should combine career advice provided by HR professionals (mainly the Career Centre of MU) and the employees' superiors (group leader for group members, deputy director for science for group leaders, senior group leaders for junior group leaders). <i>(This is to be addressed by the new Career System as described above and its implementation plan.)</i>	<i>See actions no. 2-E, 3-H, 4-C</i> <i>3-I</i> <i>After actions no. 2-E, 3-H and 4-C are accomplished, there should be proper analysis and assessment of new career system and career development, including amendment proposals.</i>	<i>D</i>	<i>IV./2019</i>	<i>Scientific Secretary</i>	<i>Assessment report of the career system implementation (document)</i>
<i>Working conditions and social security</i> 34	3.14 There are some indications (also shown by the PhD and Postdocs Survey) that the formal system on complaints (even being well-defined) is not well-known and there is a gap in the form of lack of awareness. CEITEC MU needs to transform the existing formal	<i>3-J</i> <i>Information on complaints/appeals system will be added to information brochure for new employees. (See action no. 1-D)</i>	<i>C</i>	<i>II./2021 (2-E)</i>	<i>HR Dept.</i>	<i>Information brochure for new employees</i>

	complaints system structure into a better functioning system that is much closer to people, their needs and is well-known.					
<i>Working conditions and social security</i> 35	3.15 There is a low representation of rather junior researchers – PhD students and postdocs (rather in area of consultations). There are currently discussions on how to enable PhD students and postdocs to participate and to represent their group interests on a management level at the institute. In 2016, the Director's Board discussed a „Postdoc Platform“ that should be further developed and implemented.	3-K a) <i>Postdoc platform will be established. An option of having representative of the postdoc platform in the Director's Board will be considered.</i> b) <i>Regular open meetings promoting bottom-up internal communication and connecting different groups of staff will be launched. (See action 3-A)</i>	D D, C	III./2018 II./2018	Strategy and Science Dept. Director's Office, Strategy and Science Dept.	Postdoc platform rules of organization Number of open meetings
<i>Working conditions and social security</i> 35	3.16 Group leaders need to be further educated on the role of group leader in the management of the Institute (low awareness and personal involvement/dedication of some group leaders to serve the whole institute and not just his/her group) – this point is closely connected with principle no. 37 (Supervision and managerial duties).	3-L a) <i>Group leaders' meetings will regularly be held on current topics and challenges.</i> b) <i>Group leaders will be supported to participate in university and institute's advisory and control bodies.</i>	I C D	Ongoing (minimum 3x per year) Ongoing	Director's Office Director's Office	Number of GL Meetings Monitoring of GLs participation in advisory and control bodies at institute and university level
<i>Training</i> 36, 37	4.1 A gap is clearly identified in supervising postdocs . There is no system established to ensure proper supervision of	4-A <i>Specific training for supervisors will be designed and launched to improve their competence in</i>	D	IV./2019	Strategy and Science Dept.	Number of training organized Number of attendees

	postdocs (by their superior, group leader).	<i>supervising people. The training for supervisors will be included into the overall calendar of training organized at CEITEC MU.</i>				Feedback on training monitored
Training 36, 37	4.2 There is a gap in missing a control/evidence system for employee' annual evaluation interview , including motivation factor (or penalty system) for all heads of workplaces.	4-B a) <i>A procedure of annual evaluation interviews will be established. The procedure will be in line with the career system and system of training planning.</i> b) <i>Monitoring for the system of annual evaluation interviews will be designed and launched.</i>	D F D	IV./2019 II./2020	Scientific Secretary HR Dept.	Director's Measure (or Internal Policy) on Employees' Annual Evaluation Monitoring system Number of evaluations
Training 36, 37	4.3 Regarding amount of contact between supervisor and supervised researcher , our data suggest that there is no a gap, however a gap could be identified while talking about quality, structure and a comparable system across the institute (groups).	See actions 4-A, 4-B	-	-	-	-
Training 38, 39	4.4 In general, we can say that there are enough opportunities for research training and professional development. However, CEITEC MU is missing a system/conception of training that would put all	4-C <i>For each academic year, a training calendar (plan of all training) will be prepared, based on available grants and centralized funding. Such a plan will pay specific attention to researchers at all</i>	D	II./2018-IV./2022	Strategy and Science Dept.	Calendar of training Survey Feedback forms Number of training for PhD Students/Postdocs/ Group Leaders

	<p>parts together and would benefit from synergizing the system. The conception should address all stages of a research career and be tailored to specific needs for each position from PhD student to group leader.</p>	<p><i>research career levels, from PhD students to group leaders. The calendar will be prepared based on a regular survey on needs of PhD students and postdocs. The calendar will also include a recommended sequence of training.</i></p>				
<p><i>Training</i> 38, 39</p>	<p>4.5 Postdocs are a specific group and should be offered tailored training.</p>	<p>See action no. 4-C</p>	-	-	-	-
<p><i>Training</i> 38, 39, 40</p>	<p>4.6 On a general note, there is no system of supervisor training on “how to be good supervisor”. This issue needs to be addressed.</p>	<p>See actions no. 4-A, 4-B</p>	-	-	-	-
<p><i>Training</i> 40</p>	<p>4.7 A gap was identified in supervising postdocs. There is no system established to ensure good supervision of postdocs (by their superior, group leader).</p>	<p>See actions no. 4-A, 4-B, 4-C</p>	-	-	-	-
-	-	<p>5-A HR monitoring and reporting system, including KPI and their target values, is to be revised with a focus on the HR Strategy and Action Plan reporting.</p>	<p>D I</p>	<p>II./2018 IV./2018</p>	<p>Director's Office</p>	<p>Reporting plan and structure of reports approved Reports to the management</p>

As the establishment of an Open Recruitment Policy is a key element in the HRS4R strategy, please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation.

Implementation of the OTM-R toolkit will be an integral part of the complex revision of the recruitment policy (see action 2-A). The first step was already done, CEITEC MU reviewed current recruitment policy, practices and procedures (as a part of the Gap Analysis). The OTM-R check-list was filled and is attached to the Gap Analysis (see Annex 3 to the Gap Analysis).

For the revision of the recruitment policy, the OTM-R toolkit will be used in order to ensure implementation of recommended principles, such as providing clear and transparent information on the whole selection process (including criteria and time aspect); using clear and concise job advertisements (including information on working environment, equality policies); ensuring that the levels of qualifications and competencies required are in line with the needs of the position (not setting barriers to entry); considering the inclusion of underrepresented groups; keeping administrative burden to the candidate to a minimum; reviewing used language (gender sensitive language policy). The recruitment policy will be accompanied with the step-by-step guidelines on how to proceed during the recruitment process.

The whole recruitment process will be closely monitored with the aim to monitor the effectiveness of the recruitment policy. The quality control system will be established (administered by the HR Department).

The recruitment policy will be published online (see action 1-D).

6. IMPLEMENTATION

CEITEC MU management clearly expresses its intention to implement the HR Strategy into the institute's standard managerial and operation procedures. In other words, the HR Strategy is not perceived as a project that starts and ends one day, but as a permanent agenda that needs to be addressed by the top management in cooperation with middle management and researchers.

Thanks to the fact that the HR Excellence in Research Award is one of the key performance indicators as defined by the CEITEC MU Strategy 2020, there is a strong guarantee of the HR Strategy being properly implemented and adequate attention being paid to the topic by CEITEC MU's top management.

The working group on the HR Award, established to prepare the Gap Analysis and the Action Plan, together with the Steering Committee (CEITEC Director's Board), will continue its work in the implementation phase. The overall implementation process, its monitoring and reporting to the management will be the responsibility of the Head of the Director's Office, who will also continue as the chair the working group on the HR Award.

Regular (quarterly) monitoring and reporting to the management, to the Director's Board and the Scientific Board will be established. HR Strategy implementation reporting will be included as an integral part of the CEITEC MU management's annual activity plan.

Since the implementation phase will require researcher participation, mainly supervisors (group leaders), the HR Strategy will be regularly discussed as a part of Group Leaders Meetings. Information on HR Strategy implementation will also be distributed using the internal newsletter.

At the university level, information on implementing the HR Strategy will be presented to the Rector and the Rector's Board during annual evaluation interviews. In this phase, the HR Award process at CEITEC MU is already followed by the Rectorate. The CEITEC MU HR Award is considered a pilot/pioneer for the whole university.

Progress in the implementation phase will be monitored based on clearly defined indicators that will combine quantitative and qualitative assessment of their fulfilment (see Action 5-A).