

Onboarding of Group Leaders and Core Facility Heads



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1. INTRODUCTION

This document describes the onboarding process for new group leaders (GL) and core facility heads (CFH). It follows the Director's Measure no. 1/2021 "Onboarding of CEITEC MU Employees"1, which guides researchers on how to adapt. The adaptation of researchers to management positions (such as group leader and core facility head – also referred to as "GL" and "CFH") is specific in many respects. The onboarding process may not only concern new employees but also those who are changing their position within the institution. In addition to managing his/her own agenda, a GL/CFH is also a manager who needs to learn how to work with his/her team - to manage, lead, develop and motivate. Given the complexity and responsibility of this position, we want to offer future leaders maximum support from the outset so that they can become the ones the institution needs. As in the previous case (the manual for researchers), this manual is intended for all employees who will help the new GL/CFH come to terms with his/her new role (see subchapter 'Roles'). More specifically, it aims to provide methodological support to the supervisor, mentor, HR manager, etc. Among other things, the document includes information on the competencies and responsibilities of individuals who will be in close contact with the newcomer, and whether there are administrative matters or activities related to the workplace he/she comes to. 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. Last but not least, it is very important for us to get feedback and collect suggestions that could improve the onboarding process. Therefore, do not hesitate to get in touch with HR managers anytime you seek help, advice, or you just have a suggestion for some improvements.

¹ Available at: https://is.muni.cz/do/ceitec/uredni_deska/opatreni_reditele/opatreni_reditele_2021_01_-_adaptace_zamestnancu_ceitec_mu/



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2. ONBOARDING LINKED TO STARTING A NEW POSITION

To a certain extent, onboarding applies to all employees, not only to newcomers but also to those who are changing their position within the institution or are coming back from maternity/parental leave. However, onboarding is crucial for newcomers in particular. For newcomers, the onboarding policy is directly linked to the recruitment process, which is described in the recruitment policy².

The recruitment policy contains basic principles and individual steps of the recruitment process, from compiling the job advertisement, through organisation of the selection procedure, to presenting a job offer to the selected candidate. If the candidate accepts the job offer, other steps follow, leading up to his/her first days at the institution.

The job offer (prepared by the HR manager with cooperation of the head of the workplace) for the new GL/CFH is presented by the CEITEC MU director. The job offer to the candidate usually contains the title of the position, start date, length of the employment including information on the probation period, workplace information, gross wage amount, list of benefits, lab and office space, research group/core facility budget and collaboration with core facilities, plus other information.

The job offer is always prepared and sent to the selected candidate (in advance of the negotiation meeting(s)) in written form to ensure that the successful candidate receives full and complete information, and there is a formal report of the negotiation's final result. This applies to all versions of the job offer as prepared during the negotiation procedure.

The Director's Office organises a meeting of the selected candidate with the CEITEC MU director and deputy director for research (in the case of a new GL), or the deputy director for research infrastructure (in the case of a new CFH) to negotiate the job offer.

If the candidate accepts the offer, several actions must be taken even before the official start to ensure a supportive and smooth beginning to the work of the new GL/CFH and to his/her workplace.

- Generally, he/she can directly contact the deputy directors, secretary, HR manager and Welcome Office manager (in the case of foreign nationals) in case of any questions or misunderstandings.
- Before the official start of employment, the new GL/CFH can choose his/her own mentor (or more mentors). The HR manager sends information about the mentoring programme together with a list of mentors to the new GL/CFH. The new GL/CFH chooses his/her mentor and contacts him/her. The mentor's role is primarily focused on the sharing of experience connected to leadership, established rules and procedures at CEITEC MU, providing advice etc.

² Available at: http://is.muni.cz/do/ceitec/uredni-deska/politiky-a-koncepce/CEITEC-MU Recruitment Policy Final 2020-11-24 Approved.pdf



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3. ONBOARDING OF GL/CFH

We already know that the process of onboarding begins before the new employee starts working. In this chapter, we will focus on the roles and responsibilities of the support team for the new GL/CFH. Furthermore, we will present the recommended plan of activities within the first three months from the start of the new GL/CFH (onboarding plan), which was created in cooperation with the existing heads of research groups and core facilities. The current concept of onboarding has been created to meet the basic preconditions for successful adaptation.

Successful onboarding meets four essential criteria, called the Four Cs.

- **Compliance** involves the basic rules and policies referring to the job.
- Clarification means that new hires understand his/her position, job requirements, role, and responsibility.
- **Culture** refers to specific values, expectations, formal and informal norms that are typical for the institution.
- **Connection** includes interpersonal relationships and information networks that new hires need to establish when becoming a part of the institution and learning more about the best practices of the institution.

The new GL/CFH receives an onboarding plan, which he/she goes through in the first weeks/months. This plan includes both practical organizational matters (IT equipment, etc.) and personal meetings with relevant coworkers, where the new GL/CFH learns everything necessary for his/her work. The aim of the onboarding plan is to provide easier acquaintance of the employee with the new agenda, institutional policy and culture, and the work and social environment.

3.1 Roles

Several individuals with different roles (described below) are involved in the whole process to ensure a smooth onboarding of the new supervisor. Below you can find the roles with their main responsibilities in the whole onboarding process.

The new GL/CFH:

- submits the document on the highest level of education to the HR manager
- submits confirmed application on the completion of the medical check-up and a proof of payment
- gets familiar with the document "Your guide to CEITEC MU"
- undergoes the compulsory OHS&FP training (e-learning can be found in the information system)
 followed by delivering printed record on completion of the OHS&FP training to the office 1S066/E35
- arranges a photograph that will be used on CEITEC MU websites and an employee card



- meets with relevant GLs in order to discuss their cooperation based on mentor's recommendations
- completes the onboarding plan according to a set schedule
- hands over the onboarding plan to the HR manager when onboarding is completed
- completes the onboarding questionnaire after 3 months (see onboarding plan)

The mentor:

- gets the employee acquainted with the workplace, labs and building (other common premises, such as meeting rooms, kitchenettes, etc.)
- is an employee who has worked at CEITEC longer than a year, has personal experience with the agenda of the new GL/CFH and is the basic resource of support and knowledge for him/her
- meets with the new GL/CFH and is helpful for him/her during the whole onboarding process (based on employee initiative)
- is willing to share his/her own personal work-related experiences with the new GL/CFH
- gives the new GL/CFH general advice, shares best practice and help him/her in the socialization process
- recommends relevant colleagues (GL/CFH) based on the research focus

The HR manager:

- prepares the employment documents (e.g., job contract, etc.)
- arranges a meeting with the payroll accountant
- sends the new GL/CFH list of GLs and CFHs in order to choose a mentor
- provides general information on starting the work (primary password to the MUNI information system, institutional e-mail, photograph, benefits, MUNI Information System, organisation structure of CEITEC MU)
- hands over and introduces the onboarding plan and "Your Guide to CEITEC MU" brochure
- · issues an employee card or ITIC card
- introduces the GL/CFH to the workplace economist
- presents the information about the new employee on the screens placed in building E35 (in cooperation with PR)
- offers the employee the opportunity to meet and discuss the ongoing onboarding
- sends the onboarding questionnaire at the end of the process after the probation period
- informs the Spokesperson about the new GL/CFH in order to interview him/her for an article on the website and CEITEC newsletter
- organises a meeting of the new GL/CFH with the training manager-
- in the case of a new GL/CFH entering the workplace via the transformation of a different workplace,
 it is necessary to resolve specific personal issues (e.g., existing employment of workplace employees) and project commitments.



The director:

- sends an email to all staff about the new GL/CFH
- informs GL/CFH about the new GL/CFH before his/her employment officially starts
- introduces the new GL/CFH at the GL/CFH meeting

The deputy director for research infrastructures:

- introduces the core facilities and cooperation between them and the research groups
- organises the meeting with the core facility heads in order to introduce the main focus of each CF and possible cooperation with the new GL/CFH

The deputy director for research:

- introduces the core facilities and cooperation between them and the research groups
- organises the meeting with the group leaders in order to introduce the main focus of the new research group

The core facility manager:

- sends an email to a new GL/CFH after their first meeting (see onboarding plan), which will summarize the key information about the functioning of the core facilities
- introduces the CFs evaluations rules

The deputy director for administration:

- informs the heads of administration about the new GL/CFH before his/her employment officially starts
- organises the meeting with new GL/CFH and introduces the heads of the Administration Department and secretaries and their agendas
- prepares an email with concrete administration workers that the new GL/CFH will be in touch with.
 The document will include the names of the workplace economist/assistant, HR manager, project accountant, payroll clerk, project manager and possibly others relevant co-workers.

The secretary:

- presents the rules for the use of institutional financial resources
- presents the CEITEC MU budget rules
- coordinates the provision of pre-negotiated space for the new GL/CF

The scientific secretary:

introduces the research evaluations rules



head of the Director's Office:

- ensures preparation and formal approval of an amendment to the organisational structure to implement the establishment of a new workplace, and subsequent steps needed for the new workplace establishment in the university system
- meets with the new GL/CFH to introduce him/her the Director's Office, their main responsibilities and their future cooperation
- is responsible for the introduction of the new GL/CFH at the upcoming GL/CFH meeting
- ensures internal and external communication related to the appointment of a new GL/CFH
- entrusts the spokesperson to do the interview with the new GL/CFH in order to introduce him through the screens, article on social media, CEITEC web and other relevant platforms
- organises the meeting of the new GL/CFH with the director and deputy directors
- contacts the new GL/CFH with the request for information regarding the workplace website
- ensures photo shooting to receive profile and photos relevant to his/her agenda of the new GL/CFH to be used for internal and external communication

The heads of administration departments:

- meet with the new GL/CFH, where they introduce their department, their main responsibilities and their future cooperation with the GL/CFH
- introduce the main documents of their department, which the new GL/CFH should get acquainted with
- introduce the main colleagues from their department that the new GL/CFH will be in touch with the most

The head of the Economics Department:

creates the number identification of the new workplace in cooperation with the Rectorate

The head of the Grant Administration Department:

in case of a new CFH, organises the meeting with the CF Manager

The workplace economist:

- assigns electronic access to the building(s) or specific-purpose labs/rooms
- hands over the workplace keys
- provides administrative support an order for IT equipment, land line/mobile phone, access to a printer, etc., if necessary



The training manager:

- meets with the new GL/CFH in order to present him/her with compulsory training related to his/her work role as described in the leadership policy, or decided by the director
- informs the new GL/CFH about training possibilities for employees of MU (if relevant)
- offers the new GL/CFH the possibility of a development consultation to assess his/her current training needs and design an individual training plan

The occupational health and safety (OHS) manager:

verifies the completion of the mandatory OHS/FP training (e-learning)

At any time during the onboarding process, the employee may contact his/her <u>HR manager</u> in order to discuss the ongoing onboarding process or any other complications.



4. ONBOARDING PLAN FOR GL/CFH

On the first day, the HR manager familiarises the new GL/CFH with the process of the first day and hands him/her the onboarding plan (see below). The HR manager explains how to use the plan, what activities are included, and how they are structured. The onboarding plan is kept by the employee, and as soon as all activities stated in the plan are completed, it is handed back the HR manager and saved in the personal file of the employee.

The onboarding plan introduces activities you should complete during your onboarding process. Key persons in this process for you will be your mentor, who will help you and provide you with necessary information.

Note: The HR manager sends an e-mail with the information on the schedule of the first day at work to the employee no later than 1 week prior to the commencement of the job.

The onboarding plan activities are arranged according to the succession of individual steps.



Name	UČO	Start date	Research Group/Core Facility	Position

Activity	When ¹	Estimated duration	Form	Responsible person	Completed YES / N/A = not applicable
First meeting with the HR manager – job commencement issues: • job contract and other legal documents • introductory information (primary password for IS MUNI, e-mail setting, photograph, benefits, IS MUNI, CEITEC MU, organisation structure) • hand-over and introduction of the onboarding plan	Day 1	30 – 45 minutes	Face-to-face meeting	HR Manager	
Documents handed over to HR manager:	Day 1		Hand-over in person	Employee	
First meeting with the payroll accountant: • employment record ("zápočtový list") • account number	Day 1	10 – 15 minutes	Face-to-face meeting	HR Manager	
Meeting with the workplace economist/assistant	Day 1	10 minutes	Face-to-face meeting	HR Manager	
Meeting with the mentor	Day 1		Face-to-face meeting	Employee	

Activity	When¹	Estimated duration	Form	Responsible person	Completed YES / N/A = not applicable
Compulsory training on OHS & fire protection	Day 1 (or Day 2)	60 – 80 minutes	Electronically	Employee	
Submitting the document on OHS & FP training to the Operations Dpt. Mailbox (pavilion E35, office 1S066)	Day 1 (or Day 2)		Hand over in person	Employee	
Getting acquainted with the Guidebook for New Employees (Your Guide to CEITEC MU)	Week 1	60 – 90 minutes	Electronically	Employee	
Set-up of electronic access to PC and internal systems in cooperation with IT	Week 1		E-communication	Workplace economist	
Handover of the keys from the office/building	Week 1		In person	Workplace economist	
Informal meeting with the director and deputy directors	Week 1	60 minutes	Face-to-face meeting/lunch	Head of Director's Office	
Become acquainted with relevant CEITEC and MU measures and regulations ³	Week 1		Electronically	Will be sent via application ⁴	
Getting acquainted with the workplace, labs and building (other common premises, such as meeting rooms, kitchenettes, etc.)	Week 1		In person/online	Virtual tour/mentor	
Hand-over of equipment (if relevant)	Week 1		In person	Workplace Economist	
Taking the photograph for the employee card	Week 1		In person	Employee	

 $^{^{\}rm 3}$ List of relevant documents is specified in the Annex 2.

Activity	When ¹	Estimated duration	Form	Responsible person	Completed YES / N/A = not applicable
Handover of the employee card ²	Week 2–3		In person	HR Manager	
Set-up of access to the internal information system (authorisation rights, printers, desk top phone, PC/laptop)	Week 1		In person or by phone with the IT worker	IT department of SUKB	
Introduction to the heads of administration departments	Week 1	60 minutes	In person	Deputy Director for Administration	
Meeting with the Director's Office team (introduction to relevant information for GLs related to GL meetings, Director's Board, internal procedures, policies and rules, PR and communication, etc.)	Week 1	60 minutes	In person	Head of Director's Office	
Finance management training	Week 1–2	60 minutes	In person/online	Secretary	
Learning about the research evaluations rules	Month 1	60 minutes	In person/online	Scientific Secretary	
Learning about the CF evaluations rules (relevant only for CFH)	Month 1	60 minutes	In person/online	Core Facilities Manager	
Introduction of cooperation with core facilities	Month 1	60 minutes	In person/online	Deputy Director for Research/ Deputy Director for Research Infrastructures	
Introduction of CFs and their evaluations rules	Month 1	60 minutes	In person/online	Core Facility Manager	
Meeting with relevant GLs in order to discuss their cooperation	Month 1	60 minutes	In person/online	Employee	

 Meeting with the head of HR Dpt Meeting with the head of Research and Innovation Support Department Meeting with the head of Operations Dpt Meeting with the head of Grant Office Dpt Meeting with the head of Grant Administration Dpt Meeting with the head of Economics Dpt Meeting with the head of Event Department 	Month 1	Specified by Heads of Admin Department	In person/online	Employee/Heads of admin departments	1) 2) 3) 4) 5) 6) 7)
Meeting with relevant admin employees connected to his/her position	Month 1	Specified by Heads of Admin Department	In person/online	Heads of Admin departments and Director Office	
Meeting with the core facility heads	Month 1	60 minutes	In person/online	Deputy Director for Research Infrastructures	
Meeting with the core facility manager (relevant only for CFH)	Month 1	60 minutes	In person/online	Head of Grant Administration Department	
Taking photograph for the CEITEC MU website (different from picture for employee's card)	Month 1	10 minutes	In person	Employee	
Meeting with the training manager	Month 1	60 minutes	In person/online	HR manager	
Giving an interview for internal and external communication	Month 1	45 minutes	In person	Spokesperson	
Group leaders meeting – introduction	Month 1–2	60 minutes	In person/online	Director	
Voluntary meeting with the HR manager to assess the first weeks at CEITEC	Month 1–3		In person/online	Employee	
Completion of the onboarding questionnaire	Week 12	30 minutes	Online	Employee	

¹Column *WHEN* specifies the deadline for the performance/completion of individual activities.

Contact person for any inquiries related to Onboarding plan is your <u>HR manager</u>: XY (XY@ceitec.muni.cz, +420 549 49 XY)

If you are not sure who is the responsible person for particular agenda or to who should you address your question, feel free to contact <u>HR@ceitec.muni.cz</u>

The completed onboarding plan will be brought by the employee to his/her HR manager at the HR department.

² It takes a couple of days before the employee card is prepared. Your HR manager will inform you when your employee card is ready to be picked up.

5. LATER ONBOARDING RELATED ACTIVITIES

Completing the adaptation process cannot be limited to the first three months after taking up the new position or completing the adaptation plan. The end of the adaptation process can be understood as the independence of a new employee, his/her integration into the institution and the team, and the creation of a particular perspective on the issue of further direction. It is necessary to continue working with the new employee and support his/her professional and personal development. During the first three months of becoming acquainted with their job role, specific individual needs may arise that need to be addressed. Taking these unique needs into account is extremely important. They reflect not only the nature of the work but also the employee's previous experience, length of experience, courses and training completed, as well as the experience he/she has gained during the first three months. It is necessary to think about the specifics of the role of GL/CFH as managers and to comprehensively consider the creation of another plan for personal and professional development. This plan needs to reflect both individual needs (e.g., time-management, stress management, assertiveness, communication skills, work-life balance, etc.) and development in areas and competencies that are key for GL/CFH (management and leadership, cooperation and functioning of core facilities, recruitment, stress-management, etc.). The new supervisor is introduced to the compulsory training during a meeting with the training manager during the first month (see the onboarding plan). The new GL/CFH can contact the training manager whenever necessary and can consult with her on current development needs.

5.1 Assessment of Onboarding

Onboarding is a crucial and highly important process. If it is left out, or set up poorly and ineffectively, it might cause the employee to leave during the probation period. Moreover, it might have a negative impact on work performance. Assessment of onboarding provided by the employees is essential for the continuous improvement of this process. Therefore, the employee will be asked to complete the questionnaire upon completion of the probation period. The onboarding questionnaire (see Annex 1) is filled in by each manager who goes through the onboarding process.

ANNEX 1: ONBOARDING ASSESSMENT

ONBOARDING QUESTIONNAIRE

(to be sent by the HR manager after the end of the probation period via survio)

This onboarding questionnaire has been created to get feedback on the entire onboarding process (first three months from the first day on your new position). Your feedback may help us gradually improve the onboarding processes for newcomers.

We would like to express our thanks for the time you have devoted to it, and wish you a lot of success in the following days!

Employee's name and surname:	Research Group/Core Facility:
University identification number (UČO):	
Start date:	
1) How do you like it here at CEITEC MU?	
Answer: evaluation scale	
2) How do you evaluate the course of onboarding?	
Answer: evaluation scale	
3) Have your work duties met your expectations?	
Answer: Yes/No, if "No" please specify:	
4) How do you evaluate your cooperation with your team? (if re	levant)
Answer: evaluation scale	
5) How do you evaluate your cooperation with your mentor?	
Answer: evaluation scale	
6) Do you have everything you need to do your job?	
Answer: Yes/No, if "no" please specify:	
7) Space for your comments (comments, recommendations, su	ggestions for improvements)



Answer: open

ANNEX 2: LIST OF DOCUMENTS RELEVANT FOR GL/CFH AND DISTRIBUTED VIA "REGULATIONS AGREEMENT" APPLICATION

Institutional strategy and policies

- 1. Strategic plan of the Central European Institute of Technology
- 2. Leadership policy
- 3. Recruitment policy

Director's Measures

- 1. Risk Prevention and Management in the Field of Occupational Safety and Health
- 2. Safety Operating Regulation for the Use of Electrical Appliances
- 3. Rules of Home-Office Work
- 4. System of taking holiday
- 5. Organizational Structure of CEITEC MU
- 6. Rules of Tenders for Employee Recruitment
- 7. Internal Budget Rules
- 8. Handling with Dangerous Chemical Substances and Mixtures and Operation of Laboratories
- 9. Works forbidden to pregnant and breastfeeding female employees and to female employees who have recently given birth until the 9th month after delivery
- 10. On Evaluation and Rewarding Rules for CEITEC MU Employees
- Determination of Responsibility for the Operation, Maintenance and Repairs of Instrumentation and Equipment of CEITEC MU
- 12. Rules of Setting Fees for Use of Devices and Equipment Owned by CEITEC MU
- 13. Operation, Handling and Storage of Gas Pressure Vessels
- 14. Fire Safety Code of CEITEC MU Buildings (Except for SUKB Premises)
- 15. Rules of Preparation, Implementation and Sustainability of Projects
- Rules of Setting Personal Evaluation Bonuses and Function-Based Wage Supplements in Line with the Internal Wages Regulation of MU
- 17. Career System
- 18. Scholarship Programs of the University Institute CEITEC MU
- 19. Rules for Jobs Systemisation
- 20. Organization and Recording of Working Time
- 21. Acquisition and Storage of Records of Research Activities at CEITEC MU
- 22. Data Research Policy



- 23. Onboarding of CEITEC MU Employees
- 24. Signature Rules of CEITEC MU
- 25. Rules of Operation of the Premises Used by the Central European Institute of Technology of Masaryk University, within the Area of University Campus Bohunice, Kamenice 5, Brno
- 26. Education of Employees in the Field of Occupational Safety, Health Protection and Fire Prevention
- 27. Safety Operating Regulation for the Use of Electrical Appliances
- 28. Personal Protective Equipment at the Workplace, Cleaning Agents, Detergents and Disinfection Preparations
- 29. Guarantors of Personal Data Processing
- 30. CEITEC MU Awards
- 31. Safety when working with liquid nitrogen and other cryogens



ANNEX 3: USEFUL LINKS AND MAIL ADDRESSES

Below please find links that might be useful for individuals involved in the onboarding process.

<u>Website CEITEC MU</u> (<u>www.ceitec.eu</u>) – contains information on the institution, research groups, core facilities, administration department, education, latest news, job advertisement etc., available in Czech as well as English language.

Administration board (www.admin.ceitec.cz/en) – contains an overview of CEITEC MU administration department staff and related responsibilities that are ensured by individual departments, including contacts, and also FAQ. Available in Czech as well as English language.

<u>Your guide to CEITEC MU (http://is.muni.cz/do/ceitec/new employees guide/)</u> – a practical guide primarily focuses on new employees, familiarising the employees with the running of the whole institution and containing not only operational information. Available in Czech as well as English language.

Welcome office (http://welcome.ceitec.cz/en) – includes services helping new and existing staff coming from the countries outside EU and providing support with the matters related to their stay in the Czech Republic and work at CEITEC MU. The employees may contact the Welcome Office manager (http://welcome.ceitec.cz/en/contact), who will help them to handle all necessary issues. If we receive information on a newcomer arriving from a country outside the EU, the newcomer will get in touch with the Welcome Office manager, who starts handling all matters before the newcomer arrives in the Czech Republic and starts working at CEITEC MU. Available in Czech as well as English language.

IT support (http://cit.ukb.muni.cz) – Centre of Information Technologies at the University Campus Bohunice (CIT SUKB) provides full IT support for end users of CEITE MU workplaces located at the university campus at Brno-Bohunice. CIT SUKB web pages are available in Czech language only. Responsible persons for individual IT matters are included in the IT support section in the document "Your guide to CEITEC MU". Institute of Computer Science (http://ics.muni.cz/en) provides IT services to the whole university. Available in Czech as well as English language.

Employee portal (http://portal.muni.cz) – includes useful information for Masaryk University employees and offers practical tools for everyday work, such as information on currently absent colleagues, the daily menu offered by the university canteens, and other information. Available in Czech as well as English language.

Reservation system for meeting rooms (http://meetings.cesnet.cz/ceitec/?lang=en) – if you need to book a meeting room, you can contact the economist of your workplace or other authorised person in the scientific workplace, usually the lab manager. Available in Czech as well as English language.



Technical defects reporting system (https://zavady.ukb.muni.cz/report/index.php?land=english) – reporting of technical issues in CEITEC MU buildings (electricity, water, gas, air conditioning, heating)

Rules of Operation⁵ – contains rules of operation within all CEITEC MU buildings (E35 and E26). Available in Czech as well as English language. Contains rules of operation within all CEITEC MU buildings (E35 and E26). Available in Czech as well as English language.

Below please find email addresses that might be useful for individuals involved in the onboarding process:

<u>training@ceitec.muni.cz</u> – feel free to contact the HR specialist on this email address if you want to participate in a workshop, have a tip for an interesting training session or have any ideas about the topic of training.

<u>HR@ceitec.muni.cz</u> – you can contact your HR department in case of any questions according to your employment contract, employee card, benefits. You can also contact your HR manager directly.

<u>pr@ceitec.muni.cz</u> – contact a spokesperson if you have an interesting topic for PR and communication.

<u>events@ceitec.muni.cz</u> – contact the events team in case you are organising either a scientific or non-scientific event.

<u>operations@ceitec.muni.cz</u> – if there is any problem related to the building or if there has been an injury in your department, please contact the Operations Department.

Phd@ceitec.muni.cz - contact email for the PhD school.

All other contacts and email addresses can be found on the <u>CEITEC website</u> (http://www.ceitec.eu/ceitec-mu/i1).

^{5 &}lt;a href="http://is.muni.cz/auth/do/ceitec/uredni_deska/opatreni_reditele/opatreni_reditele_2021_03 - provozni_rad/Directors_measure_3_2021_Rules_of_operation_final.pdf?info=undefined_2021_Rules_of_of_operation_final.pdf?info=undefined_2021_Rules_of_of_of_of_of_of_of_of_of_of_of_o



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