

TEMPLATE 4: ACTION PLAN – Internal review

Case number: [2019CZ470335](#)

Name Organisation under review: Masaryk University – Faculty of Economics and Administration

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1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	106,9
Of whom are international (i.e. foreign nationality)	21,1
Of whom are externally funded (i.e. for whom the organisation is host organisation)	8,2
Of whom are women	36,4
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor	31,3
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	67,9
Of whom are stage R1 = in most organisations corresponding with doctoral level	7,7
Total number of students (if relevant)	2507
Total number of staff (including management, administrative, teaching and research staff)	165,5
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	12 512 051
Annual organisational direct government funding (designated for research)	1 169 578
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2 718 165
Annual funding from private, non-government sources, designated for research	70 064

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

The Faculty of Economics and Administration of MU was founded in 1991 as the first of the faculties of Masaryk University established after the Velvet Revolution. Currently, the faculty provides economics education not only in Czech, but also in English and French. In terms of science and research, the faculty's participation in several major research projects at the national and international levels, including regular participation in the project plans of the Horizon 2020 programme, has been a great success. In the ranking of the best Czech universities, published by the Týden magazine, the faculty ranked first in the economics category – for the third year in a row (2017–2019).

The organisational structure consists of 7 departments, 8 research institutes, and 5 professional workplaces focused on the provision of library and IT services and services for the public.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Note: Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

ETHICAL AND PROFESSIONAL ASPECTS**Initial Phase 2021****Strengths:**

- Research Freedom has been implemented. All academic rights are guaranteed at the faculty's premises; the faculty independently and freely carries out educational, scientific and research, development, innovation, and other creative activities, and creates conditions for these activities.
- Ethical principles and requirements for ethical conduct are formulated in the [MU Code of Ethics](#), and these are largely fulfilled and adhered to at the faculty.
- Procedures for dealing with intellectual property, research data, and the commercialisation of outputs are defined at the university level. At the same time, mechanisms, and on-line tools for controlling plagiarism have been set up.
- The faculty provides consulting and project support for national, international, and internal grant schemes.

- Within the MU Rector's Office, departments have been set up to support research and publishing activities, and support is also provided by the university-wide Technology Transfer Office and MUNIPRESS publishing house. At the university level, there are sufficient tools to prevent discrimination (e.g. [MU Ethics Committee](#) and the [Equal Opportunity Panel](#)).
- There is a regular annual evaluation of academic staff in the EVAK university application.

Weaknesses:

- There is a lack of sufficient **knowledge of the Code of Ethics**, of the existence and functioning of the Ethics Committee.
- The faculty website lacks **clearly arranged** and **easy to find information and documents** on the research agenda, publishing activities, project management and work situations.
- Employees do not have sufficient knowledge or personal **experience with research support departments**, they lack awareness of the services provided by these departments in relation to the ethical issues of research, publishing and intellectual property.
- **Occupational Safety and Health protection training** takes place unsystematically, the current form is ineffective, there is a lack of clearly ordered records.
- Researchers in **R1** position consider information regarding plagiarism insufficient.
- There is insufficient **PR and marketing** of research activities, including the commercialisation of research results.
- There is no systematic solution for **publishing research results** in specialist journals and scientific databases.
- **Women** believe that they are not recognised as fully-fledged **members of the professional group**.
- **Evaluation** is too much **focused on quantity**, it does not consider all aspects of the work (competency, work behaviour, overall performance, etc.) and it is not linked to professional development or career growth. The evaluation criteria differ across departments, in some cases they are incomprehensible and there are too many of them.
- There are no career paths defined for individual positions, the **Career Code** is missing.
- Freedom of research is partially limited by the **availability of suitable collaborators**.
- Employees are not sufficiently acquainted with the MU and the faculty's **strategic documents**; project researchers do not always have the necessary **information to ensure** the smooth course of **solving projects**.
- Most of the faculty's **materials and documents** are **in Czech**, which disadvantages English-speaking employees.

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The principles in this area are generally met. As for academic freedoms, ethical aspects and non-discrimination, they are all enshrined in the [MU Statute](#), the [Faculty Statute](#) and the [MU Code of Ethics](#), which is currently undergoing revision.

During the implementation phase, the following measures were taken:

- New employees are introduced to the **MU Code of Ethics** and other mechanisms for defending against inappropriate behaviour in the new employee **induction training**.
- **Information and documents** on the research agenda, publication activities, projects, and work situations are available on the **employee portal**.
- Occupational health and safety training and other mandatory trainings are converted into **e-learning** and properly recorded. Familiarisation with regulations is provided by **Regulation Agreement application**.
- The **popularisation of research** and the dissemination of its results are gradually improving. Activities related to the popularization of research and the 3rd role of the university are **emphasized and evaluated** within the annual evaluation interviews. Workshops were held for employees appearing in the media.
- **The evaluation** and assessment criteria were revised, their number was reduced, and new **"soft" indicators** were added. Managers are trained on conducting appraisal interviews, manuals for appraisees and appraisers were developed.
- **A draft of the Faculty's Career Regulations** has been prepared, which defines the rules for career advancement. The proposal is currently undergoing a comment procedure.
- **A methodological sheet Career System at MU** has been created and published, which introduces the possibilities and tools for career development at MU.
- The **revised selection procedures** allow us to **approach and recruit high-quality collaborators** and thus ensure freedom of research.
- **Strategic documents** are available on the faculty's website, employee portal or via the employee newsletter.
- Project researchers are kept informed about new developments in project administration through **the faculty newsletter and continuously trained** by the Project Department staff.
- Faculty communication is **in Czech and English** as standard. Key documents and regulations are issued bilingually; translation into English was provided for older documents or is currently underway.
- There has been a significant shift in **OPEN ACCESS** - the Open Science MU Strategy was adopted, a website was created, and an Open Science Methodologist position has been established at the faculty.

From these measures, the faculty hopes to strengthen ethical principles and prevent inappropriate behaviour in the faculty environment, to improve awareness in the field of science and research both to the faculty and the public, and to increase the open publication of research results. Adjustments in evaluation emphasize the qualitative aspect of performance and provide employees with more space for feedback and follow-up measures from both the supervisor and the faculty.

Weaknesses:

- Awareness of the Code of Ethics and ongoing education in the areas of ethical and professional aspects of work, intellectual property, handling of research data is still not sufficient among all staff. Wider awareness is planned for 2023 in connection with the forthcoming update of the MU Code of Ethics.
- Based on the results of the faculty gender audit, women still perceive that they are not full members of the professional group. Therefore, the faculty will continue to focus on communication and activities that will strengthen the position of women in science and research.

RECRUITMENT AND SELECTION

Initial Phase 2021

Strengths:

- Recruitment and selection of academic staff is governed by the [MU Regulations on Competitive Selection Procedures](#).
- Efforts exist to achieve gender balance in selection committees, although this criterion is not a part of any university directive. Representation of professionals at various levels and foreign experts takes place automatically.
- The international portals [EURAXESS](#) and <https://inomics.com/>, as well as social networks, are used for advertising job positions.
- The internal e-recruitment system JOBS.MUNI is used in recruitment and selection.
- There are minimum administrative requirements for candidates.
- Candidates have sufficient information on the selection procedure.

Weaknesses:

- No uniform **university-level OTM-R policy** exists. The MU Regulations on Competitive Selection Procedures are not fully in line with the principles of the Charter and the Code for Researchers.

- Uniform **faculty rules and a methodology** for the recruitment and selection of academic and non-academic staff, including **selection criteria** for individual positions, are missing.
- Members of selection committees are not properly **trained**, HR employees do not have sufficient knowledge and skills in modern recruitment, selection techniques and tools.
- The **postdoc** position/**status** is not clearly defined, including the recruitment, selection, development, and career growth rules.
- The recruitment process does not attract the interest of suitable candidates, and it is not sufficiently **transparent**.
- The **requirements for specific job positions** (qualifications, experience, job description, competencies, etc.) are not clearly defined. The general characteristics of academic staff's work activities are specified in the MU Catalogue of Posts.
- The process of **recognising qualifications acquired abroad** is complicated (influenced by national legislation – it is necessary for MU to enter into discussions with the Ministry of Education, Youth and Sports) and administratively demanding.
- There is a lack of systematic approach to the integration of new colleagues into the organisation, i.e. so-called **adaptation/onboarding**.
- **Repeated selection procedures** for the same position. Clear criteria for extending fixed-term contracts are missing.

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During the implementation phase, the following measures were taken:

- As of 1 January 2023, the new **Regulations on Competitive Selection Procedures at Masaryk University** implementing the principles of the OTMR-Policy and **faculty rules and methodology** specifying the selection process at ECON MU are in force. The new **Guide to the Selection Process** provides templates, guidelines and tips for individual stages of the selection process (e.g. list of advertising portals including links, templates for advertisements and offer letter, interview scenario, etc.), and serves as a supporting material for managers and selection committee members.
- Managers and HR staff **have been trained** to conduct selection interviews. Newly nominated members of the selection committees go through an **online course** created for this purpose. Emphasis is placed on the gender balance of the committees and the expertise of their members.
- **Faculty career pages** have been created to provide comprehensive information on the selection process and vacancies.
- Academic positions are **advertised in English only**, and advertising is extended to other international portals (including Euraxess) in order to reach quality applicants from abroad.
- **Evaluation of the quality of the selection procedures** is underway in the form of a questionnaire that is sent to the participants of the selection procedure. Feedback will help us continuously improve the set process.

- The internal recruitment application **JOBS.MU** is **continuously modified**. New functionalities simplify the recruitment process and allow its continuous **monitoring and evaluation** (e.g. composition of selection committees, composition of candidates, success rate in individual rounds, etc.).
- **A methodological sheet Principles and Recommendations for the Personnel Management of Post Doc Positions at Masaryk University** is created and published. The document covers all stages of the life cycle of the PostDoc position at MU, including recommendations on rules for recruitment, selection, development and career growth, remuneration and evaluation.
- An internal **adaptation** process is set up, including a methodology and support materials, which makes it easier and faster to integrate new employees into the team.
- Negotiating the length of employment relationships, including the **extension of fixed-term contracts**, is done in accordance with the Labour Code and the MU Collective Agreement. The **duration of the employment relationship is already published in the advertisement** when the selection procedure is announced. Father criteria for extending fixed-term contracts are defined in the newly prepared faculty Career Regulations.
- **A draft of the faculty Career Regulations** has been created, which describes career development opportunities at ECON MU and tools for career development, change and growth.

There have been fundamental changes in recruitment and selection. The process is closer to international standards, reflects OTMR principles, is professionally managed, more efficient and guarantees a greater chance of attracting quality candidates from outside MU and abroad. However, it needs to be continuously monitored and adjusted to reflect current trends. Newly recruited employees have the necessary information for their work, their integration and familiarisation with the faculty is faster, which translates into a positive perception and evaluation of the faculty.

Weaknesses:

- There is no faculty job system (qualifications, experience, job description, competences, etc.) that would clearly define the requirements for individual positions and thus allow explicit selection criteria for individual positions to be set in the selection procedures. This should be addressed in the newly prepared internal document ECON MU Career Regulations.

WORKING CONDITIONS

Initial Phase 2021

Strengths:

- The faculty has sufficient equipment, resources and opportunities for science and research.

- Working conditions allow most employees to reconcile work and family life. The faculty offers and supports part-time work for parents on maternity and parental leave, and contractually guarantees a return to one's original position after maternity leave. It enables flexible working hours, working from home, offers 8 weeks of leave for academic and 6 weeks of leave for non-academic staff (2 weeks in excess of the scope of the applicable legislation), creative/sabbatical leave, and a wide range of employee benefits.
- Remuneration of academic staff at ECON MU ranks among the highest among universities in the Czech Republic.
- MU/ECON MU offers sufficient opportunities for international mobility, which are generally seen as an important part of career/professional development.
- To improve the quality of teaching and to develop pedagogical competencies, employees may use the services of the university-wide CERPEK workplace, which offers continuous, systematic and effective improvement of pedagogical competencies. The Language Centre organises courses for academics teaching in English who need to improve their pedagogical-language skills. The "School of Doctoral Studies", and newly also the optional FRESHERS courses, focusing on professional skills development, are offered to Ph.D. students each year.
- The participation of researchers in consulting and decision-making bodies is fully supported.

Weaknesses:

- There is a lack of a systematic approach to the integration of new employees into the organisation, i.e. so-called **adaptation/onboarding process**.
- Excessive **administrative and teaching burden** makes it impossible to pursue research activities.
- In comparison with other activities, **teaching** is not perceived as a fully-fledged part of academic staff's work; the pedagogical workload is not adequately considered in evaluation and remuneration.
- There is a significantly **greater representation of men** in the faculty's management and bodies.
- Repeated **renewals of fixed-term contracts** are perceived negatively by employees and it has an impact on the performance of researchers.
- The area of **career development** is not sufficiently conceptually addressed at MU/ECON MU, there is no general regulation – no **Career Code** or methodology determining career paths for individual positions of academic and non-academic staff at the university level.
- Employees do not have sufficient **information** on how to proceed in the case of **complaints** regarding their rights and working conditions.
- There is a lack of any comprehensive **offer of development activities**, novice researchers do not have sufficient information regarding **co-authorship, research, and publishing activities**.
- Ph.D. students (R1 researchers) are not sufficiently **involved in research**.
- Basic workplace amenities for mothers with small children are missing.

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During the implementation phase, the following measures were taken:

- An internal **adaptation** process is set up, including a methodology and support materials both for newcomers and their managers.
- **An analysis of the teaching workload** was prepared. It did not confirm significant interdepartmental differences in direct teaching. However, it showed differences in indirect teaching, which is monitored through thesis supervision. Measures to reduce the differences in indirect teaching are proposed and discussed.
- **The administrative burden** is gradually **being reduced** through the computerisation of processes. The impact is currently mainly on non-academic staff and heads of departments (e.g. a unified faculty application form, employee evaluation, proposals for changes in work documents, etc.).
- There is almost **equal representation of men and women** in the faculty leadership (**4:3**).
- Fixed-term contracts and their repeated extensions perceived negatively by employees in the GAP analysis, are gradually being replaced by open-ended contracts where relevant. The rules and conditions for changing a contract are defined in the newly prepared **faculty Career Regulations**.
- **A methodological sheet Career System at MU** has been created, which defines the motivational elements of career development and growth and the tools available in the field of indirect support, counselling, and self-assessment.
- New employees are informed about **submitting complaints** during induction course. A new MU directive **Protection of Rights** was issued, and the newly created **position of Ombudsperson** is filled (from April 1, 2023). The staff was informed via the faculty newsletter. Information is available also on the employee portal.
- Scientific Writing workshops focused on publishing were organized for young R1 researchers. At the university level, a **working group** has been established to address the training and development of **Ph.D. students and supervisors**. Information on research and publishing is available on the employee portal.
- The employee portal has a **development section** that offers a comprehensive overview of development activities. The university **CERPEK training centre** was **transformed** and is gradually expanding its development activities to include soft and managerial skills, and personal development. Each faculty has its own **L&D coordinator**.
- **A baby-changing desk** was set up at the faculty for parents with children. At the university level a **children's group ELÁNEK** was established.
- **The faculty gender audit** was carried out, the final report was used to prepare the university Gender Equality Plan.
- The university **methodology on sexual harassment** has been created and contact persons trained, **introduction of gender-sensitive language** into internal communication and documents of the faculty is underway.
- **A survey on work environment and work culture** was conducted (12/2022). The output is concrete measures that faculty will subsequently work on (e.g. management of maternity and parental leave, embedding a flexible and open work culture in the processes and internal rules of the faculty).

- Significantly **reduced language barrier** for foreign workers. Communication and internal documents of the faculty are published bilingually. Relevant documents created before 2022 have been translated into English.
- MU has introduced the **Career Restart Grant** which supports the return of women to scientific and research activities.

The main shift in working conditions is the improvement of faculty internal communication, which is bilingual (Czech, English). This has significantly improved access to information also for foreign staff. New communication channels have been introduced (newsletter, employee portal), which make the necessary information easily accessible to employees, including up-to-date documents, regulations, or manuals. A gender audit (beyond the scope of planned activities) mapped the strengths and weaknesses in the area of equal opportunities and put forward possible proposals to address them. An internal adaptation process makes it easier and faster to integrate new employees into the team.

Weaknesses:

- Non-transparency in payment of remuneration, a pay gap was detected in selected positions as part of a gender audit.
- Mobility is still underused as part of career development and growth (significantly impacted by COVID-19).
- The perception of the lecturer as a fully-fledged academic is still insufficient and needs to be strengthened.
- The administrative burden, according to the results of the annual evaluation, is still persistent.

TRAINING AND DEVELOPMENT

Initial Phase 2021

Strengths:

- Relations with supervisors are formally set up and regulated by MU and the faculty's internal regulations for novice researchers.
- ECON MU provides its employees and Ph.D. students with enough professional development opportunities – professional, pedagogical, technical, linguistic, etc. Examples include participation in seminars and conferences at home and abroad, courses organised by university departments, e.g. [CERPEK](#), [Language Centre](#), [e-learning](#), and [IT courses](#), or courses and conferences organised directly at the faculty.
- Employees have access to continuous training and development.

Weaknesses:

- There are no **standards of supervisors' work** set up, there is no regular training and development of supervisors.

- There is a lack of sharing **experience** by experienced colleagues with other researchers, and a lack of **involving R1 researchers in research** at the very beginning of their careers.
- There is a lack of comprehensive **information** about the offered **education and development opportunities** within the faculty and across the entire MU, as well as about the **possibilities of career growth** in/outside of academia.
- There is no university-wide **educational/development concept** for R1-R4 researchers or its link to career growth.
- The **creation of development plans** does not take place automatically as part of the regular annual evaluation.
- There is a lack of **systematic development** of the knowledge and skills of researchers at all career levels, and about the needs of the target group (especially in the areas of **managerial skills, soft skills** and so-called **interview skills**).
- There is a lack of continuous **education and refresh training** relating to the ethical and professional aspects of work, intellectual property, handling research data, etc.

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During the implementation phase, the following measures were taken:

- The standards of supervisory work are described in a newly created **manual for supervisors** of students in doctoral study programmes. The range of development events at the faculty and university level has been expanded (e.g. sharing experiences with supervisors from abroad).
- **A Ph.D. conference** was introduced to share experiences and information on research activities among young researchers and to strengthen the involvement of Ph.D. students in research.
- **A comprehensive offer** of development activities for the faculty staff (including PhD students and supervisors) is published on the **employee portal** (section Education and Development). Employees are also informed about announced events via the faculty newsletter or by e-mail.
- **The development offer for early career scientists and researchers (R1) is being strengthened** - academic writing courses, pedagogical competences, MUNI Ph.D. academy. A new format for **Ph.D. day and a handbook** for PhD student allows to improve doctoral student's awareness of their rights and obligations, research funding opportunities, mobility, ethics, and development opportunities.
- **Determination of development plans** takes place as part of the regular annual appraisal of academic staff.
- **The range of educational activities has been increased in** the last two years, and courses have started to be attended more by researchers. Courses in **soft skills, project management, leadership, language and IT skills, and personal development** have been implemented. There has been a significant shift towards introducing **innovative teaching practices** due to COVID-19 and teachers have enhanced their skills in online and distance learning and examination.
- At the university level, the **CERPEK** educational centre was **transformed** and **expanded its offer** of development activities in the areas of soft skills, managerial skills, and personal development. A faculty **L&D** coordinator works closely with the centre.

- A unified **university educational portal** with a central offer of courses is being prepared. The faculty **L&D coordinator is involved** in the preparation.
- **A draft of the faculty Career Regulations** has been created, which describes career development opportunities at ECON MU and tools for career development. The **methodological sheet Career System at MU** describes the tools available to support career development and growth, including IT tools for competency self-assessment and development programmes and tools for R1-R4 positions.

Thanks to the measures taken, we expect to set up quality cooperation between students and supervisors, increase the success rate of completed PhD studies within the standard length of a PhD programme and improve the involvement of young R1 researchers in research. The implemented development activities have enabled the employees to strengthen their professional skills, improve the efficiency of their work and the quality of the services offered or to work on their personal development.

Weaknesses:

- There is no explicit link between evaluation and the setting of development plans. In the future, this should be addressed by setting up an EVAK application and offering appropriate development activities at university and faculty level.
- Little interest in the development of pedagogical competences (R2-R4). It is suggested to link with the results of “the subject survey” (students evaluate teacher on regular basis) and self-assessment of teaching quality as part of the annual evaluation, and subsequent participation in activities organised by CERPEK.
- There is a lack of development of PhD students in the area of pedagogical competences, e.g. "pedagogical minimum". In the future, it can be treated as a compulsory part of MU Ph.D. Academia or the adaptation process for new R1 researchers.

Have any of the priorities for the short – and medium term changed? (max 500 words)

Our original action plan was ambitious and designed to cover the entire 5-year period 2021-2025. In general, we have met the priorities of the original plan and most of the medium-term actions have been completed or at least started (status in progress). The most important were **standardisation of the recruitment and selection process, introduction of an adaptation process, improvement of information, standardisation of the work of the supervisors, equal chances, and opportunities for selected groups of employees.**

The priorities of the faculty have not changed fundamentally and continue to be. However, because of external circumstances, the importance of some topics has increased, with particular emphasis on:

- **Ensuring teaching** - The functioning of the faculty was significantly affected by the COVID pandemic. The management and staff had to cope with the new, limited way of functioning in a very short time. Providing teaching and continuing research became a priority. Physical mobility abroad, both short and long term, has seen a large decline.
- **Gender and Equal Opportunities** - The new requirements of the European Commission and the conditions of entry into the Horizon Europe 2020 programme (gender equality plan as an eligibility criterion) led to the implementation of actions beyond the Action Plan. Selected members of the expert HR Award team were trained in gender issues, a faculty gender audit was conducted, the outputs of which were used to prepare the MU Gender Equality Plan (MU GEP). The sub-outputs and proposed measures then serve as inputs for the revised ECON MU Action Plan 2023-2025.
- **Sexual Harassment** - This priority was derived from the MU Gender Equity Plan (see above). A university-wide methodology for dealing with sexual harassment cases has been developed, and faculty liaisons have been identified and trained. It then began to gain importance with a case that emerged at a sister MU faculty. Awareness workshops were subsequently implemented for staff and heads of faculty departments. Employees were also introduced to the issue through the faculty newsletter.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

As mentioned above, the situation has been largely influenced by **the COVID pandemic**. Unfortunately, some strategic actions were pushed back because the time and energy of both academics and other staff needed to be focused elsewhere. Nevertheless, we have managed to implement most of the planned actions, although we have experienced delays in some of them. Some courses and training have been transferred to an online environment. The pandemic has significantly affected the number of international mobilities.

In November 2020 there was a **change in the faculty management**. This change did not affect the planned activities and measures that were designed in accordance with the ECON MU Strategic Plan (2021-2028). The plan was developed at a time when two terms of the faculty management overlapped, which did not result in complications, but on the contrary demonstrated the consistency of opinion and consensus of thought of the original and new ECON MU leadership in the key parameters of the document. The priorities of the new management were thus in line with the proposed HR strategy.

The conditions and **criteria of the HORIZON EUROPE 2020 programme** allowed for a more detailed insight into gender and equal opportunities issues, including an analysis of the internal environment of the faculty.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

In 2021, ECON MU adopted a new Strategic Plan for 2021-2028, which also reflects the mission, values, and vision of Masaryk University's Strategic Plan for this period. Caring for people and establishing and maintaining the HR Award brand has a firm place in it. Moreover, the measures of the Action Plan are closely linked to the ECON MU Strategic Plan, which should help its implementation.

The election of the Dean of the ECON MU will take place in 2024. In the event of a change in faculty management, we do not expect a fundamental change, as the HR Award is embedded in the ECON MU Strategic Plan 2021-2028. However, there may be partial changes in the emphasis on selected topics with regard to their importance.

3. ACTIONS

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also add new objectives.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings new/in progress/ completed/ extended.

Proposed ACTIONS	GAP Principle (s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
Ethical and professional aspects				
<p>1. Raising awareness about the content of the Code of Ethics and basic processes and research documents.</p> <p>a) Implementation of trainings and workshops for new and existing employees and Ph.D. students in the areas of the ethical and professional aspects of work, intellectual property, the management of research data and research results, project administration and project financing.</p> <p>b) Updated information on the faculty website.</p>	2, 4, 5, 6, 8, 9	Q2/2021 and in the following years	* Office for Science, Research, Quality and Qualifications in cooperation with the Office for Strategy and Project Support	<p>Number of implemented actions; Number of trained employees (R1–R4); Web link;</p> <p>Target: to create conditions for compliance with ethical principles and good practices in the field of research.</p>

<p>Current status: IN PROGRESS</p>				<ul style="list-style-type: none"> • New employees are introduced to the Code of Ethics and basic research documents during their induction training. In the period 09/2020-12/2022, 15 induction trainings were conducted, 44 persons were trained, 19 of them in the R1-R4 position. • Workshops and trainings to strengthen the perception of work ethics are provided centrally by MU. For MU employees, there is a new e-learning course "Science and Scientific Knowledge" on research ethics and an educational module on Plagiarism and similarity search applications in IS on unethical practices in the academic environment (both only in Czech). • Due to the continuous offer of activities and voluntary participation, the number of events implemented, and the number of people trained is not monitored. • MU is actively involved in the project Strengthening the prevention of plagiarism in student work. The project team developed methodological materials in the form of a handbook for academics and a handbook for students. • The Code of Ethics and research documents are published on the employee portal - Important documents and Information for newcomers. • ECON MU will continue its awareness-raising activities, and broader awareness-raising is planned in connection with the forthcoming update of the MU Code of Ethics.
<p>2. Improving the dissemination and commercialisation of research results. a) Creation and implementation of the faculty policy of commercialisation of research results.</p>	<p>5, 8, 9</p>	<p>Deadline Q4/2024</p>	<p>* Vice-Dean for Science, Research, Quality and Qualifications</p>	<p>Created documents; Web link;</p>

<p>b) Creation and implementation of the faculty communication and marketing strategy towards the public.</p> <p>c) Familiarisation of employees with basic activities and communication channels.</p>			<p>* Vice-Dean for External Relations and Marketing</p>	<p>Target: to popularise science and research through available channels and websites, as a result of which the faculty's attractiveness for potential students and good quality researchers will increase.</p>
<p>Current status: IN PROGRESS</p> <ul style="list-style-type: none"> • The establishment and implementation of a policy on commercialisation of research results was discussed again by the faculty management. As a result, it was decided to use the services of a centralised MU workplace (Centre for Technology Transfer). The sub-objective was cancelled. • The principles of communication in this area were discussed. Based on the results of the discussions, first activities were implemented to strengthen the public communication skills of the academic staff and activities within the faculty to highlight the importance of science and research. • Activities were implemented to support the entry of faculty staff into the media space: <ul style="list-style-type: none"> – Conducted a Science Communication Workshop for academics and Ph.D. students (11/2022) and an interview with British science journalist Edwin Colyer. – Presentations on the topic of science communication shared through the faculty newsletter Research and Project News. – Implemented media training for staff frequently appearing in the media. • An e-learning course "Science and Scientific Knowledge" is available for MU employees (only in Czech), providing inspiration and tips for popularising science and research in practice. 				

<p>3. Increasing the number of women in decision-making bodies and leading positions of the faculty and support of the gender-fair environment.</p> <p>a) Implementation and promotion of appropriate measures/actions to support women in science and research within the practice of the faculty (support for individual career plans, reflecting on the needs of parents with young children, raising awareness of gender issues, better visibility and rewarding of successful women researchers).</p> <p>b) Establishing cooperation with the National Contact Centre for Gender & Science – https://genderaveda.cz/en/gender-and-science/.</p> <p>c) Sharing good practice with national/foreign institutions.</p> <p>d) Remuneration review.</p>	<p>10, 22, 24, 27</p>	<p>Deadline Q4/2022</p> <p>Q4/2023 (remuneration review)</p>	<p>* Dean * Personnel Office</p>	<p>Share of the number of women in faculty bodies; Number of activities to support women; Web link; Document – remuneration analysis;</p> <p>Target: to create conditions for increasing the number of women in leading positions and faculty bodies, recognition of women as members of a professional group.</p>
<p>Current status: IN PROGRESS</p>				<ul style="list-style-type: none"> • The number of women in the faculty leadership has increased from 1 to 3 in November 2020 (from 15 % to 38 %). • In cooperation with RMU, a children's group Elánek MUNI was established, and a changing table for parents with children was set up in the faculty premises. • Career restart grant introduced within MU. • Ongoing interviews with women scientists and successful alumni are posted on the faculty website. • Gender audit of the ECON MU was conducted (05/2021) - final report used for the preparation of the University Gender Equality Plan. • In cooperation with RMU, sexual harassment methodology was developed, MU/ECON MU website updated, contact persons identified and trained.

				<ul style="list-style-type: none"> • Conducted a survey on work environment and work culture (12/2022). Evaluation is currently underway. • In cooperation with the nkc gender&science, workshops for members of the HR Award Expert Team on gender issues took place. Within the gender audit, focus groups were jointly conducted and outputs were consulted. • Two foreign trips to universities in Germany and Ireland took place to share good practice in the field of gender equality and well-being. Participation in the meeting of institutions implementing HRS4R and gender equality plans in Brno at Mendelu University. • The MU Gender Equality Plan 2022-2024 has been created. • The ECON MU will continue to focus on communication and activities to empower women in science and research.
<p>4. Improvement of the faculty evaluation process.</p> <p>a) Linked to the revision of the EVAK evaluation application at the university level (12/2021) to revise and adjust the evaluation criteria (hard/ soft) for all faculty departments and to set up simple criteria for evaluating teaching and its quality.</p> <p>b) To acquaint head of departments with tools and options of remuneration in connection with the annual evaluation and employee' work performance.</p>	11, 25, 26, 33, 38, 39	Deadline Q4/2022	<p>* Personnel Office in cooperation with the Office for Science, Research, Quality and Qualifications</p> <p>* Heads of Departments</p>	<p>Revised and modified evaluation criteria; Number of informed employees; Created support materials for senior employees/supervisors;</p> <p>Target: transparent, equal, comprehensive, and objective evaluation.</p>
Current status: COMPLETED				<ul style="list-style-type: none"> • Revised and modified evaluation criteria (indicators), updated Directive No.10/2018 Evaluation of ECON MU Academic Staff, created a new/simplified design of the EVAK evaluation application (1/2021). All employees informed about

				<p>changes in EVAK application (via email from the Dean and the faculty newsletter).</p> <ul style="list-style-type: none"> • A qualitative analysis of selected EVAK data for 2021 was conducted and the results were shared with senior management. • For supervisors, a Supervisor subpage has been created within the employee portal containing information and documents on appraisal and remuneration. • Created manuals and help for working with new versions of EVAK and IS applications (both for evaluated and evaluators) – accessible via the employee portal – staff evaluation . • Evaluation of non-academic staff converted into electronic form - IS Staff Evaluation application.
<p>5. Familiarization and raising the awareness of researchers with the Open Science topic.</p> <p>a) Trainings and workshops on Open Science topics (publishing, managing research results, data management).</p> <p>b) Updated information on the faculty website/ Science and Research section.</p>	6, 7	Q1–Q3/2021 and in the following years	* Office for Science, Research, Quality and Qualifications in cooperation with the Centre of Scientific Information	<p>Number of implemented actions for researchers; Web link;</p> <p>Target: to increase the awareness and information level of academics and R1–R4 researchers about the given issue and to support the researchers in open publishing.</p>
Current status: COMPLETED				<ul style="list-style-type: none"> • Faculty staff were introduced to the issue during the faculty online event Open Science roadshow at ECON MU (05/2021 – only in Czech), presentations were made within the departments. • In cooperation with RMU, a total of 17 workshops for MU employees were implemented (e.g. Open science workshop, Anonymisation of research data, ORCID, Open publishing at MU, Sharing research data in HSS fields, etc.).

				<ul style="list-style-type: none"> Created an Open Science subpage within the employee portal. Designated contact persons for the issue. Adopted Open Science MU Strategy 2022-2028. University Open Science website established.
Recruitment and Selection (OTM-R Policy)				
<p>6. Creation of a university OTM-R policy and revision of the MU Regulations on Competitive Selection Procedures.</p> <p>a) Creation and implementation of a central OTM-R policy for the recruitment and selection of academic and non-academic staff, taking into account the principles of the Charter and the Code valid for the entire MU.</p> <p>b) Revision and updating of the MU Regulations on Competitive Selection Procedures in accordance with the principles of the university OTM-R policy and supplementing the missing principles of the Charter and the Code.</p>	10, 12, 13, 14, 15	Deadline Q3/2021 (OTM-R Policy) Q2/2022 (MU regulations)	* Personnel Office in cooperation with the MU Rector's Office	<p>Created document – OTM-R policy; Updated the MU Regulations on Competitive Selection Procedures; Web links;</p> <p>Target: recruitment and selection process comparable to international standards, the Regulations on Competitive Selection Procedures are compatible with OTM-R policy.</p>
Current status: COMPLETED				<ul style="list-style-type: none"> The MU Selection Procedure Regulations (effective from 1 January 2023) were updated to define the principles for open and transparent recruitment in accordance with the Charter and the Code. The document is published on the MU official notice board and ECON MU career page). The University OTM-R policy has not been created; the OTM-R principles are part of the updated MU Selection Procedure Regulations. Staff were informed of the changes through the Dean's Board, managers' meetings, and the faculty newsletter.

<p>7. Standardisation of the recruitment and selection process at the faculty level.</p> <p>a) Creation and implementation of a faculty OTM-R guide for recruitment and selection (clear rules and methodology for each phase of the recruitment and selection – including setting criteria for the renewal of fixed-term contracts without a selection procedure, definition of the roles and responsibilities in the process).</p> <p>b) Training the members of selection committees and HR staff on correctly conducting and managing a selection interview/ procedure.</p> <p>c) Revisions and updates of advertisement templates in accordance with the requirements of the “OTM-R toolkit”.</p> <p>d) Creation of templates for conducting an interview, transparent evaluation of candidates and communication with candidates.</p>	<p>11, 12, 13, 14, 15, 16, 19, 20, 23, 29</p>	<p>Deadline Q3/2022</p>	<p>* Personnel Office * Heads of Departments</p>	<p>Created documents (methodology and templates); Web link; Number of trained employees; Share of candidates from outside MU/ abroad x internal candidates; Questionnaire – feedback on the selection procedure;</p> <p>Target: professionalisation and streamlining of the recruitment process, reduction of administrative workload for process participants.</p>
<p>Current status: COMPLETED</p>				<ul style="list-style-type: none"> • Dean's Measure No. 5/2022 on the ECON MU selection process was issued (effective from 1 January 2023), which regulates the conditions and rules of ECON MU selection procedures. • Created a Guide to the ECON MU Selection Process - provides templates and practical information on the selection process. • Employees were informed about changes and new documents through the Dean's Board and the faculty newsletter. • Two workshops were held for members of selection committees and the Personnel Department staff (05/2022), 17 people trained. Newly nominated selection committee members are trained through e-learning course.

				<ul style="list-style-type: none"> In 2022, 12 selection procedures for academic positions were announced, 233 people applied (229 external candidates, 4 internal candidates from MU participated). Trends in the composition of candidates will be evaluated (due to the newly introduced functionality in the JOBS.MU application) in the following years. Questionnaire for feedback from tenders created, feedback continuously evaluated.
<p>8. Creation and implementation of a faculty Post/Role System.</p> <p>a) All job positions are clearly defined, including job descriptions, required competencies, responsibilities, and teaching workload in the case of academic staff (also using the European Framework for Research Careers which identifies both necessary and desirable competencies for each of the broad R1-R4 profiles).</p> <p>b) All employees (new and existing) have updated job/post descriptions.</p>	11, 12, 13, 14, 21, 22, 28, 36, 38, 39	<p>Deadline Q1/2022 (new term 04/2024)</p> <p>Q2/2023 (job description update)</p>	* Personnel Office	<p>Created document; Web link; % of employees with job description;</p> <p>Target: unification of requirements, definition of duties and responsibilities for individual types of R1–R4 positions, updated job descriptions for individual employees; transparent recruitment, selection and evaluation of employees.</p>
Current status: EXTENDED				<ul style="list-style-type: none"> The implementation of the activity was interrupted due to a delay in work on the MU Career Code (in development). The discussion will be resumed in connection with the preparation and publication of new faculty regulations (Career Regulations, Systemization of Job Positions). Job descriptions are currently listed in the MU Job Catalogue. At the same time, MU is preparing a unified competency model that will complement the requirements for individual positions. 90% of employees have updated or completed job descriptions. The update of job descriptions is planned to be completed by 1 July 2023).

<p>9. Creation and implementation of the Adaptation/onboarding process for new employees.</p> <p>a) Creation of internal methodology and support materials for newcomers and senior employees (checklists).</p> <p>b) Updated guide for new employees.</p> <p>c) Creation and implementation of initial training/welcome workshop for new employees; the training will be divided into a general part and modules according to target groups (administrative staff/researchers).</p>	<p>2, 3, 4, 5, 6, 7, 24, 31, 32, 34, 38, 39</p>	<p>Deadline Q4/2021</p>	<p>* Personnel Office * Heads of Departments</p>	<p>Checklist for newcomers/senior employees; Updated guide for new employees; Number of implemented workshops/employees trained; Feedback after a probationary period (structured interview or questionnaire);</p> <p>Target: to provide basic information for working and operating at the faculty, better access to information for new employees.</p>
<p>Current status: COMPLETED</p>				<ul style="list-style-type: none"> • The adaptation process is created and implemented - internal methodology, checklist for newcomer/manager are included. Supporting materials are posted on the employee portal under Newcomer section and Supervisor Section. • The handbook for new employees is updated. • In the period 2020-2022, 15 workshops will be held and 44 people will be trained. • A regular evaluation of the probationary period is carried out in the form of a questionnaire (only in Czech). • An electronic version of the adaptation process was created within MU (ECON MU participated in the preparation of the new e- application and anticipates its introduction during 2024).
<p>10. Strengthening the position of Postdocs.</p> <p>a) In connection with the created university strategy for postdoctoral positions (Q3/2021), to define the postdoc status, including employment targets and period of employment, job description, and the required competencies.</p>	<p>13, 14, 21, 25, 28</p>	<p>Deadline Q4/2022</p>	<p>* Vice-Dean for Science, Research, Quality and Qualifications</p>	<p>Created document; Web link – internal OTM-R guide; Number of postdocs;</p> <p>Target: internationalisation of the faculty, increase in the number of postdocs.</p>

<p>b) To set up concept/standards for the recruitment, selection and career development of postdoctoral staff (with focus on incoming/international researchers).</p>				
<p>Current status: IN PROGRESS</p>				<ul style="list-style-type: none"> • The University's strategy for postdoctoral positions was discussed. A decision was taken at MU level to replace the strategy for postdoc positions with a methodological sheet. • The Methodological Sheet of the OPE MU Principles and Recommendations for Personnel Management of Post Doc Positions at Masaryk University was created and published. The position description is currently regulated by the MU Job Catalogue. Discussion has been initiated at the faculty level regarding the status of the postdoc position, including the requirements and competencies for the position. • The recruitment and selection of postdocs at ECON MU is governed by the MU Selection Procedure Regulations and the Dean's Measure No. 5/2022 on the selection process at ECON MU. Career development will be governed by the forthcoming ECON MU Career Regulations. The tools and elements of career development support are currently summarised in the Methodological Sheet Career System at Masaryk University. • The number of postdocs at the ECON MU is stable in the long term and does not change (as of 31 March 2023 - 3 filled positions). • The aim is to continue to increase the number of postdocs in the coming years and to strengthen the internationalisation of the faculty.

Working conditions				
<p>11. Improvement of the faculty internal communication.</p> <p>a) Updated and added information on the faculty website: <u>Staff section</u> – HR information for employees and senior employees (including materials for recruitment, selection, adaptation, FAQ on work issues, complaint handling, links to important forms and documents, offer of development activities, etc.); <u>Science and Research section</u> – signpost, FAQ, project administration, commercialisation, Open Science, links to important forms and documents, project administration and project financing.</p> <p>b) Implementation of the faculty newsletter – a regular overview of important information and news across the faculty.</p> <p>c) Creation and implementation of a faculty communication strategy towards employees.</p>	<p>2, 5, 7, 9, 13, 14, 24, 28, 32, 34, 36, 38, 39</p>	<p>Deadline Q4/2021 (newsletter) Q2/2022 (web) Q4/2022 (strategy)</p>	<p>* Personnel Office * Office for Science, Research, Quality and Qualifications * Vice-Dean for External Relations and Marketing</p>	<p>Web link; Monitoring website usage; Created document – Communication strategy; Employee survey outcomes;</p> <p>Target: all employees have all the necessary information easily accessible, including current documents and manuals.</p>
<p>Current status: IN PROGRESS</p>				<ul style="list-style-type: none"> The Employees section of the ECON MU website has been moved to the newly created MU employee portal. For easy and quick orientation, a faculty signpost has been created, which brings together direct links to the most frequently searched information and documents. Updated and supplemented information are included in the sections: <ul style="list-style-type: none"> About me (information for all employees): https://portal.muni.cz/en/about-me Supervisor's Agenda (information for heads of department – only in Czech): https://portal.muni.cz/en/econ/employee/podpora/vedouci-pracovnik Research and Projects: https://portal.muni.cz/en/research

				<ul style="list-style-type: none"> • Faculty newsletter introduced (03/2022), average open rate 70%. For faculty academic staff introduced newsletter Science and Projects News (05/2022), average open rate 50%. • Launched Familiarization with Regulations application, which ensures that staff are kept up to date with newly issued or updated faculty and university regulations. • New communication tools introduced: newsletter (published once a month), employee portal, QR codes (possibility to submit suggestions for improvement). New position of Internal Communication Specialist has been established.
<p>12. Implementation of Health and Safety courses and other legal trainings in the form of e-learning tool.</p> <ul style="list-style-type: none"> • Conversion of health and safety courses and fire safety courses into e-learning form, regular training of employees. 	7, 23	Deadline Q2/2021	*Bursar in cooperation with the Building management department	<p>Web link;</p> <p>Target: compliance with occupational health and safety, prevention and elimination of critical events, knowledge of regulations, clear records of trained employees.</p>
Current status: COMPLETED				<ul style="list-style-type: none"> • Statutory training transferred to e-learning - https://is.muni.cz/auth/bozp/, regular training of employees takes place. • Launched the Familiarization with Regulations application, continuously familiarizing staff with relevant faculty and university regulations.
<p>13. Repetition of employee (satisfaction) survey at the end of the revised Action plan implementation phase.</p> <ul style="list-style-type: none"> • The survey will focus also on the areas of the Charter and the Code for Researchers, the results will be communicated and available to employees. 	23, 24, 36	Q3-Q4/2025	* HR Award team	<p>Response rate/participation in the survey; Trends in development;</p> <p>Target: evaluation of the fulfilment of the principles of the Charter and the Code and the revised Action plan, and employee satisfaction.</p>

<p>Current status: IN PROGRESS</p>				<ul style="list-style-type: none"> • Although the employee survey is not scheduled until Q3-Q4/2025, the regular EVAK employee evaluation outputs and the newly included Sources of Job Satisfaction/Dissatisfaction indicators can be used to determine employee satisfaction. • In 12/2022, a survey was conducted on the work environment and work culture (see point 3). The results were compiled and presented to the management with suggestions for action and published in abbreviated form in the faculty newsletter. • Since 02/2023, the faculty has been collecting feedback and suggestions for improvement in the form of QR codes placed in the faculty premises, the evaluation and communication of the implemented measures towards the employees will take place quarterly, or as needed.
<p>14. Improvement of communication and services provided in English.</p> <p>a) Translation of all relevant and important working and strategic documents, and ECON MU websites, into English.</p> <p>b) Providing language courses for administrative staff according to their work requirements.</p>	<p>5, 10, 21, 24</p>	<p>Ongoing + Q1/2022 and continuously</p>	<p>* Secretariat * Personnel Office</p>	<p>Web link; Translated documents;</p> <p>Target: all foreign employees have the same access to information as Czechs.</p>
<p>Current status: IN PROGRESS</p>				<ul style="list-style-type: none"> • Strategic documents are translated into English and published on the faculty's website - e.g. the ECON MU Strategic plan 2021-2028, the ECON MU Statutes, the ECON MU Organisational Regulations, the ECON MU Operating Rules of the Building, the Academic Senate Rules of Procedure, the Scientific Board Rules of Procedure, new faculty regulations

				<p>are issued in English, and further translations are continuously being made.</p> <ul style="list-style-type: none"> • Translation of ECON MU website is completed, translation of ECON MU employee portal is in progress. • Regular weekly English courses for dean's office staff are held (38 people trained). Academic staff can take advantage of the courses offered by the MU Language Centre or use departmental budgets. • For all employees, access to a paid licensed version of the translator DeepL is provided. • Official and operational information is communicated to employees bilingually (Czech and English).
<p>15. Reduction of pedagogical and administrative burden.</p> <p>a) Revision of the pedagogical workload at individual departments, proposals for solutions.</p> <p>b) Development of support tools and measures to further reduce administration (documents, paperwork) or transfer it to electronic form.</p> <p>c) Creating a clear repository of current forms and documents on the faculty website.</p>	23, 24, 26, 33, 37, 38, 39	<p>Deadline Q4/2023</p> <p>Q4/2021 (repository)</p>	<p>* Heads of Departments</p> <p>* Bursar</p>	<p>Document – analysis, proposals for solutions of pedagogical burden;</p> <p>Web link;</p> <p>Employee survey outcomes;</p> <p>Target: reduction of the administrative burden, improvement of working conditions, and sufficient space for research projects.</p>
<p>Current status: IN PROGRESS</p>				<ul style="list-style-type: none"> • Analysis of teaching load in the academic year 2021/2022 was processed. The analysis did not confirm significant interdepartmental differences in direct teaching (or teaching load at individual departments). Differences were found in the indirect teaching indicator, which is monitored through the number of thesis supervised. Subsequently, a system of capacity sharing in thesis supervision between departments was introduced.

				<ul style="list-style-type: none"> • The reduction of the administrative burden was mainly contributed by the transfer of statutory training into electronic form, the introduction of electronic approval of draft agreements or changes in working hours and wages. The merger of the Project and Research departments has reformed and streamlined support for R1-R4 researchers. The transfer of annual evaluation into electronic form or the introduction of a unified faculty application for those interested in studying then made the work of non-academic staff easier. • The ECON MU document server was updated and made more transparent. It is necessary to continue to work on the modification and streamlining of the repository, interventions in the settings are currently complicated by the technical design of the repository and the legislation of the Czech Republic. • Documents and forms are now available through the employee portal.
<p>16. Creation and implementation of the Career Code and improvement of support for researchers in the field of career guidance.</p> <p>a) Creation and implementation of the Career Code at the central level – in cooperation with the MU Rector’s Office, and its subsequent implementation at the faculty level.</p> <p>b) Finding out the possibilities of offering the services of the Career Center for MU / faculty employees and their active use at the faculty level.</p>	21, 24, 28, 29, 30	Deadline Q4/2023	<p>* Personnel Office in cooperation with MU Rector’s Office</p> <p>* HR Award team</p>	<p>Implementation of the Career Code document at ECON MU;</p> <p>Web link;</p> <p>Number of informed employees;</p> <p>Target: to set the framework for a professional career and it is expected milestones for researchers and job applicants, in terms of their expected career growth and motivation towards it.</p>
Current status: IN PROGRESS				<ul style="list-style-type: none"> • The publication of the new MU Career Code has been postponed due to the complexity of the issue that need to be discussed with representatives of individual MU faculties and departments in

				<p>connection with the publication of the new document. The document will also follow the amendment to the Higher Education Act which is being prepared. Due to the need for this directive (in order to attract and retain quality researchers and to fill positions), ECON MU has therefore started to address this issue individually and is preparing the publication of the ECON MU Career Regulations (see point 22 – new activity).</p> <ul style="list-style-type: none"> • A Methodological Sheet Career System at Masaryk University has been published, which summarizes the motivational elements and tools to support career growth and development at MU, including indirect support options and tools for self-assessment. • Career counselling at MU is primarily intended for students. As part of the development of the HRS4R strategy, a university-wide discussion on introducing career counselling for MU employees has been initiated (priority for 2023+). Employees heading outside the academia can use the services of the MU Career Centre to a limited extent. Consultation and advisory support in matters of professional and career development and growth is also provided indirectly by other MU workplaces (as CERPEK, Centre for Technology Transfer, etc.) • Employees are informed about career development opportunities through the employee portal – https://portal.muni.cz/en/econ/employee/personal/career-and-professional-development.
17. Strengthening and increasing the number of mobility (outcoming / incoming).	10, 18, 24, 29	Deadline Q2/2022	* Vice-Dean for Science, Research,	Number of mobilities (outgoing/incoming); Web link;

<p>a) Monitoring and evaluating obstacles to mobility for individual groups of researchers and responding to them as needed.</p> <p>b) Revision of mobility programmes and programmes targeting young scientists and researchers.</p> <p>c) Improving awareness about the possibilities and conditions of taking creative/sabbatical leave.</p>		<p>(new term 02/2025)</p>	<p>Quality and Qualifications</p>	<p>Target: to create opportunities for mobility in its various forms, increasing the number of mobilities.</p>
<p>Current status: EXTENDED</p>				<ul style="list-style-type: none"> The performance of this activity was significantly affected by the COVID-19 pandemic. After the end of the pandemic, there is a slow return to normal. The implementation of activities in this area has therefore been postponed. The objectives and activities are confirmed for implementation in the following period 2023-2025. A draft of the faculty's methodology for the use of Creative Leave prepared, submitted for comments.
<p>Education and development</p>				
<p>18. Improvement of the leadership and supervision of young researchers.</p> <p>a) Setting and implementing standards for supervisors (roles, duties, and responsibilities in the process of supervision of Ph.D. students).</p> <p>b) Regular training and development of supervisors – in cooperation with the MU Rector’s Office, including methodology and examples of good practice on how to work with novice supervisors.</p> <p>c) Regular evaluation of the activities of internal supervisors (e.g. within the regular annual evaluation in the EVAK application) and on the basis of information from the internal information system (IS).</p>	<p>2, 3, 4, 22, 28, 36, 37, 40</p>	<p>Deadline Q4/2022</p>	<p>* Vice-Dean for Science, Research, Quality and Qualifications in cooperation with the MU Rector’s Office</p>	<p>Web link; Number of events for supervisors; Created documents; Share of successful Ph.D. students at different phases of study;</p> <p>Target: to set standards for supervisors’ work, to improve the involvement of young R1 researchers in research, and to increase successfully completed Ph. D. studies within the standard length of the doctoral programme.</p>

<p>d) Creation of supporting materials for supervisors – “ten rules for supervisors”/supervisor’s checklist.</p>				
<p>Current status: IN PROGRESS</p>				<ul style="list-style-type: none"> • Manual for supervisors of students studying in doctoral study programmes at ECON MU created (only in Czech). • In cooperation with RMU, the Methodology sheet Principles and Recommendations for Effective and High-quality Doctoral Studies at Masaryk University was published, which contains recommendations for supervisors of doctoral students. • Implemented two workshops for supervisors (11/2022) - sharing good practice with supervisors from abroad. • Updated ECON MU Directive No.2/202 Study in Doctoral Degree Programmes and its Organisation, which defines criteria for internal evaluation of supervisors. • A regular evaluation of the activities of internal supervisor is not yet underway but is the subject of discussion. • Created “ten points for supervisors” – simple rules for working with doctoral students. • Sections Information for supervisors and Information on doctoral studies created on the employee portal. • The proportion of successful PhD students who graduate in the regular term varies: 2020 - 71%, 2021 - 46%, 2022 - 64%. Of the total number of completed studies in the period 2020–2022, women make up 35%. It is necessary to carry out a deeper investigation, the results are also influenced by the number of admitted students in previous years.

<p>19. Improvement of awareness and development of Ph.D. students.</p> <p>a) Updating the Ph.D. Day format, reorganisation of enrolment for study – supplementation of information, informal networking, and sharing experience with older doctoral students.</p> <p>b) Creation of the faculty Ph.D. student guide.</p> <p>c) Organisation of a workshop focused on the specific knowledge and skills related to research, publishing, co-authorship, and plagiarism.</p> <p>d) Improving visibility and promotion of FRESHERS courses organised by the MU Rector’s Office.</p> <p>e) Updated information on Ph.D. study on the faculty website (FAQ).</p>	<p>22, 28, 30, 37, 38, 39, 40</p>	<p>Deadline Q4/2022</p>	<p>* Office for Science, Research, Quality and Qualifications in cooperation with the Office for External Relations and Marketing</p>	<p>Number of events for Ph.D. students; Web link; Created documents; Number of Ph.D. students trained;</p> <p>Target: to improve awareness about the course of Ph. D. study, increase of professional knowledge and skills for R1.</p>
<p>Current status: COMPLETED</p>				<ul style="list-style-type: none"> • Updated PhD day format. • Created a PhD guide. • Three workshops for R1 were held - Scientific writing I, II, How to teach and learn (development of pedagogical competences), 22 PhD students were trained. • Offer of development activities for Ph.D. students published on the employee portal - MUNI PhD Academia section. • Section Information on doctoral studies has been created in the ECON MU employee portal. It also includes an offer of development activities including FRESHERS courses. The development offer is also included in a PhD guide. • MUNI PhD Career Days and the first year of the ECON MU 2022 PhD Conference were implemented. • Support for budding scientists at MU is also intensively developed through university-wide

				educational and development activities, the so-called MUNI PhD Academia . These are mainly activities aimed at promoting interdisciplinarity (e.g. Seminar Series; summer school for PhD students - primarily focused on pedagogical competences, workshops on ethics, motivation, etc.)
<p>20. Improvement of training and development process at the faculty level.</p> <p>a) In connection with the university concept of education and development (Q4/2022), to set up a process of training and development at ECON MU, including the creation of a standard offer of key topics and the training format.</p> <p>b) Strengthening and developing knowledge and skills of:</p> <ul style="list-style-type: none"> • <u>administrative/support staff</u>, especially in the areas of: specific HR skills/HR management, managerial skills, communication skills, time management, teamwork and cultural diversity • <u>academic and research staff</u>), especially in the areas of: people management/managerial skills, coaching/mentoring, pedagogical and language skills, project management and administration, and gender issues 	6, 11, 14, 22, 28, 36, 37, 38, 39, 40	Deadline Q3/2023	* Personnel Office * HR Award Team	<p>Created document – description of the internal process; Standard offer of development topics and formats (catalogue); Web link; Number of courses implemented; Number of trained employees; Employee survey outputs;</p> <p>Target: to improve staff skills for the performance in the given position, to increase the quality of services provided by the administrative staff of the Dean’s Office, to improve the professional skills of R1–R4, and to improve opportunities at the labour market.</p>
Current status: IN PROGRESS				<ul style="list-style-type: none"> • The University's concept of education and development has not been established. However, in March 2022, the MU Centre for the Development of Pedagogical Competences was transformed into a new Competence Development Centre (CERPEK). The educational portfolio has thus been expanded (including its form and content), and it corresponds

				<p>to transferable international practice and the needs of individual target groups.</p> <ul style="list-style-type: none"> • Education and development at ECON MU are conducted with regard to the training and development needs identified as part of the annual staff appraisal, or on an ad hoc basis according to the individual needs of employees or faculty. • The range of development activities is published on the employee portal - https://portal.muni.cz/en/about-me/personal/professional-development, and specified for ECON MU staff in the Career and Professional Development section. • In the period 2021-2022, 31 courses were implemented for academic and non-academic positions (managerial skills, HR skills, soft/hard skills, IT skills), more than 170 people were trained. Access to the online educational portal SEDUO.cz is provided for those interested.
<p>21. MU Networking.</p> <ul style="list-style-type: none"> • Sharing knowledge, experience, and best practice of HR Award Managers/teams of individual faculties in the preparation, implementation, and evaluation of the HR Award project at MU. 	2, 10, 11, 13, 14, 24, 27, 28, 37, 38	Ongoing – until Q4/2022 (the end of implementation phase)	* HR Award team	<p>Unified materials and procedures within MU/selected faculties; Web link; Number of meetings;</p> <p>Target: sharing knowledge and experience, streamlining work, and set processes.</p>
Current status: COMPLETED				<ul style="list-style-type: none"> • There is a regular meeting of HR Award Managers of individual faculties. In the period 2020-2023, 18 meetings were held. • Working groups have been created with representatives from individual faculties that are involved in the creation and commenting on

				<p>university regulations, methodologies and applications (e.g. working groups Recruitment, Adaptation, Evaluation, Education and Development, Jobs.MU application for selection procedures, etc.).</p> <ul style="list-style-type: none"> • Participation in the meeting of institutions implementing HRS4R and gender equality plans took place (10/2022) - organized once a year by MENDELU in Brno. • Participation in activities organized by Euraxess, e.g. info days - 10/2022. • Participation in the Interim Assessment workshop organized by the Faculty of Science MU (with evaluators from the European Commission) - 11/2022. • Foreign trips to universities in Germany and Ireland - see point 3.
<p>22. Introduction of the faculty Career Code including the system of job position.</p> <p><i>*Link to action 16) Creation of a Career Code and improvement of support for researchers in the field of career guidance</i></p>	28,30,38,39	Q4/2023	*Personnel Office *Dean	<p>Document created; Web link; Number of familiarized employees;</p> <p>Target: to set a framework for career development and its expected milestones for workers and job seekers in terms of their expected career growth and motivation for it.</p>
Current status: NEW ACTIVITY				
<p>23. Redefine the job description of the academic position of "lecturer" and raise awareness of its importance in ensuring quality teaching.</p>	22,24,33	Q4/2025	*Dean *Personnel Office	<p>Document created; Promo article in the newsletter; Number of lecturers in each department; Results of the employee survey (Q3/2025);</p>

				Target: to increase the prestige and importance of the position of lecturer, to ensure enough positions in individual departments and to ensure their quality.
Current status: NEW ACTIVITY				
24. Establish a system for identifying and training of potential successors to heads of departments.	28,37,38	Q4/2025	*Dean *Personnel Office	Internal methodology created; Training of senior staff in the field; List of successors/high potentials; Number of activities implemented for identified successors; Target: to set a full replacement strategy, to fill leadership positions quickly (and cheaply), to retain and develop people with potential, to work with talents.
Current status: NEW ACTIVITY				
25. Promoting work-life balance, equal opportunities. Following the results of the questionnaire survey on flexible and diverse work culture, design and implement activities to improve the working environment and flexibility of working conditions.	10,24,25, 27,	Q4/2023 + continuously in the following years	*Personnel Office *Bursar	Measures taken; Document created; Number of familiarized employees; Target: to promote a work culture in which all groups of employees, including carers, women, parents, the disabled, etc., are given opportunities.
Current status: NEW ACTIVITY				
26. Revision of internal guidelines: a) ECON MU staff salary entitlements b) Organisation of working hours at ECON MU	10,24,26, 27,	Q1/2024	*Personnel Office	Documents modified; Web link; Number of familiarized employees;

				Target: to set clear rules for the payment of remuneration, transparent and equal remuneration, sufficiently flexible working conditions.
Current status: NEW ACTIVITY				
27. Create and implement the faculty system of posts and jobs (workplace systemization) <i>*Link to action 8) Creation and implementation of a faculty Post/Role System.</i>	25,28	Q2/2024	*Personnel Office *Dean	Document created; Number of familiarized employees; Target: to set the rules and procedure for the workplace systematisation of posts (i.e. determining their number, characteristics and method of filling).
Current status: NEW ACTIVITY				
28. To set up conditions and a system for financing long-term trips/mobilities of academic staff. <i>*Link to action 17) Strengthening and increasing the number of mobility (outcoming / incoming).</i>	18,24, 29,38	Q4/2023	*Dean *Bursar	Document created; Number of outgoing mobilities; Trends in development; Target: to increase the number of trips and to establish a sustainable system of financing them.
Current status: NEW ACTIVITY				
29. Meeting and networking of academic and non-academic staff of the faculty, integration of foreign employees.	10,24,38	Q2/2023 and continuously	* Dean * Internal Communications	Implemented actions; Employee survey outputs (Q3/2025); Target: To bring academic and non-academic community together, to increase awareness, mutual understanding, and contribution of everyone's work to the functioning of the faculty, to improve mutual communication and cooperation, integration of foreign staff into the team and the faculty environment.

Current status: NEW ACTIVITY				
30. Maintaining the position of HR Award Manager, who will further coordinate the activities of the action plan and the implementation of HRS4R.	10,24,27,	Q2/2023 + in the following years	* Dean	The position of HR Award Manager is filled; Q reports on the implementation of the action plan submitted to the steering committee; Target: to ensure sustainability of HRS4R including staffing, implementation of activities to promote equal treatment and opportunities in the faculty environment.
Current status: NEW ACTIVITY				

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site *: <https://www.econ.muni.cz/en/about-us/hr-award>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles

<p>The implementation of the OTM-R principles was the most important part of this phase of the project. The implementation phase included:</p> <ol style="list-style-type: none"> 1. Revision and updating of the MU Selection Procedure Regulations, which are effective from 1 January 2023. The OTM-R Principles are an integral part thereof. 2. The conditions and rules of selection procedures at ECON MU are specified in the newly issued Dean's Measure No.5/2022 on the selection procedure at ECON MU (effective from 1 January 2023), which defines the individual steps of the recruitment process, from the announcement of the selection procedure to the filling of the position. 3. As a support material for managers, a Guide to the selection process has been published, which contains practical information, tips and templates for the selection process (e.g. advert templates, list of advertising channels including rules for advertising, offer letter, etc.).

4. The above-mentioned documents are available **in both Czech and English versions** on the employee portal - **section Support - Supervisor**. All employees were also informed about the new procedures and documents in the faculty newsletter.
5. Two **courses** on the topic of conducting selection interviews were implemented for managers (05/2023). **From 1 January 2023**, members of selection committees are **obliged to be trained in the form of e-learning**, which has been specially developed for this purpose (the course is available in both Czech and English versions).
6. **The selection committee** considers the applicants' educational and creative activities to date and other aspects of their professional experience. The composition of the selection committees is defined in the internal documents of the University and the faculty (see point 1).
7. Academic positions are **advertised in English only**, and advertising is extended to other international portals including Euraxess to reach quality applicants from abroad. All applicants are informed of their inclusion in the selection process, its progress and outcome.
8. **The ECON MU career website** has been created to provide comprehensive information on the selection process and vacancies.
9. The internal recruitment application **JOBS.MU** is **continuously modified**. New functionalities simplify the recruitment process (e.g. templates for communication with candidates and selection committee), while at the same time allowing its continuous **monitoring and evaluation** (e.g. composition of selection committees, composition of candidates - internal/external, male/female, success rate in individual rounds, etc.).
10. **The evaluation of the quality** of selection procedures is also carried out in the form of **a questionnaire** sent to the participants in the selection procedure. The questionnaire is being piloted in 1Q/2023 on selected tenders.
11. **An adaptation process**, including a methodology and supporting materials, has been developed and implemented.
12. HR staff are continuously trained in HR skills.

From all these steps we hope for more open and transparent selection procedures, in which more candidates from outside MU and abroad will participate.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

URL: <https://www.econ.muni.cz/en/about-us/career-at-econ-muni>

URL: <https://www.econ.muni.cz/en/about-us/hr-award/vystupy-a-dokumenty>

URL: <https://www.muni.cz/en/about-us/official-notice-board/rad-vyberoveho-rizeni-mu> - official MU website

4. IMPLEMENTATION

General overview of the implementation process: (max. 1000 words)

The ECON MU Action Plan was ambitious and covers a longer period than the period under evaluation. During the implementation phase, the key areas defined for improvement were largely fulfilled, creating a solid foundation on which to build further staffing processes and follow-up activities. At the faculty level, these are mainly:

- standardisation of the recruitment and selection process in accordance with the principles of the OTM-R policy
- introduction of the adaptation process
- improving the awareness of faculty staff (provision and transmission of information to faculty staff)
- Improvement of guidance and supervision of PhD students and their awareness / standardization of the supervisor's work
- development of managerial and soft skills with regard to the needs of the target group
- opening the topic of gender issues and equal opportunities (gender audit, questionnaire survey "Diverse and flexible work culture", increasing the number of women in the faculty management)

It has not always been possible to implement activities at the central (university) level. This was due to the pandemic situation and the need to reflect current MU priorities (sexual harassment, HORIZON EUROPE -> MU Gender Equality Plan). In selected cases, the complexity of the agenda also played a role, and which had to be discussed in terms of the ten autonomous MU units (faculties) and current legislation. These activities have thus been extended into the next period.

The implementation phase included:

- Regular meetings of the Expert HR Award Team (once a month), which ensured directly or through other persons the implementation of activities and measures of the Action Plan, checked the implementation of the schedule and solved operational tasks related to the implementation of the Action Plan. At the same time, it prepared draft documents and solutions (in cooperation with other persons or activity owners), which were subsequently consulted with the Dean and submitted to the faculty management or other bodies for comments and discussion. After settling and incorporating the comments, the documents and set processes were subsequently approved by the faculty management and published on the official board and document server of ECON MU.
- The Steering Committee members were informed about the progress of the Action Plan and the measures implemented through a quarterly report submitted to the Vice Dean for Research, who is a member of the Steering Committee.

- A working group, primarily consisting of heads of departments, was also involved in the development and implementation of the measures. This group participated in the preparation of the adaptation process, the revision of the evaluation process and the setting up of the recruitment and selection process in accordance with the principles of OTM-R, through comments and observations on the proposals and documents submitted.
- As part of the solution of selected topics, employees (R1-R3) were also involved in individual consultations and focus groups (e.g. identifying the needs of supervisors, gender audit, evaluation of non-academic staff, etc.).
- Feedback on the measures in place is currently collected through questions and informal communication with employees. Although the employee survey is not planned until Q3-Q4/2025 (Action 13 of the Action Plan), the regular outputs of the EVAK employee evaluation and the newly included Sources of Job Satisfaction/Dissatisfaction indicators can be used to measure employee satisfaction. The 2021 academic staff evaluation outputs were compiled and submitted to management and published in abbreviated form in the staff newsletter (06/2022). The results of the work environment and culture survey (12/2022) also served as feedback. The results were communicated to staff in the faculty newsletter (03/2023).
- The MU HR Award Working Group (composed of HR Award managers of individual faculties and representatives of the Rector's Personnel Office) meets on a regular basis. At these meetings, the best practice of individual faculties is consulted, needs and problems of individual faculties within the implementation phase are discussed and solved, demands and needs are raised towards the university management. These meetings significantly contributed to supporting the implementation of the Action Plan at the ECON MU.
- Employees are informed about the implementation of the Action Plan and the implementation of HRS4R through the faculty newsletter, the employee portal, and the faculty website, where specific outputs are published. Information is also conveyed at meetings of managers or at departmental meetings.

To support the entire implementation process, several training sessions and workshops related to the implementation of the HR Award and preparation for the Interim Assessment were held, as well as training on gender issues and the preparation and implementation of the gender audit. The training sessions were attended by members of the HR Award Expert Team and other interested parties. Selected representatives of the Expert Team visited the Universities of Potsdam and Cork, where they shared their experiences with the implementation of the HR Award and addressed selected topics on the HR agenda or science and research.

How have you prepared the internal review?

The first step was to set a timetable for the preparation of the Interim Assessment. Subsequently, the following steps took place:

- 1) **Preparing for the assessment.** In preparation for the internal evaluation, the members of the Expert Team participated in several seminars led by experts from other institutions (European Commission/Euraxess) and trips abroad aimed at sharing experiences with institutions that have undergone internal review. In November 2022, a seminar was held with Euraxess evaluator Guiliana Sabbatini, who came at the invitation of MU and the faculty of Science, which has already successfully passed the internal evaluation phase. The exchange of experience also took place with colleagues implementing HRS4R at other Czech institutions and intensively within the university HR Award working group. This practice proved to be very successful, as the situation at Czech institutions and especially at individual MU faculties is very similar.
- 2) **Evaluation of the implementation of the Action Plan** in accordance with the set timetable. The evaluation was based on materials, documents and information collected throughout the implementation phase (e.g. summary of the HR Award survey, outputs of the annual EVAK/IS evaluation, annual report 2021) and meetings with individual owners. Employees have also been involved in the evaluation through individual consultations with representatives of selected groups, and feedback is also sought through regular activities, e.g. adaptation evaluation, feedback on selection procedures, exit interviews, annual evaluation outputs, etc.
- 3) **Review of activities.** During the revision process, suggestions for measures and activities were added to the action plan, which resulted from interactions with employees, as well as from the faculty's strategic documents (ECON MU Strategic Plan 2021-2028, ECON MU Implementation Plan 2023-2025) and recommendations from various evaluations (e.g. gender audit, Diversity and Flexible Work Culture survey, science evaluation).
- 4) The working version of the document was **discussed by the Expert Team**, then **submitted to the Steering Committee for approval**.

How have you involved the research community, your main stakeholders, in the implementation process?

The researchers were (R1-R4) involved in the process at several levels and in several ways:

- **Expert team** (R2/R3, staff of the Personnel department and the Science and Projects department) - manages and monitors the implementation of the action plan, is responsible for involving researchers in the implementation process and providing information on the process.
- **Steering Committee** (R2-R4) - oversees the implementation process, decides on the adoption of proposed documents and measures.
- **Dean's Board** (R2-R4) - an advisory body to the Dean, discusses proposed documents and actions before final approval.
- **Working group** (R2-R4, primarily heads of departments) - actively participate in creating and commenting on methodologies, procedures, documents, and their implementation in practice.

- **Ad hoc consultative groups** were formed to comment on documents or individual activities (e.g. in the framework of the gender audit), or **individual interviews** were conducted with individuals and representatives of selected groups (e.g. supervisor, mobility, etc.).
- **A questionnaire survey** on work culture was carried out involving all faculty employees regardless of position or workload.

The Expert Team met regularly once a month (online during the COVID 19 pandemic). Members of the Working Group and Steering Committee met continuously according to the agenda being addressed, were kept informed of progress and contributed to emerging documents and procedures.

Employees are informed about newly introduced measures, processes or issued documents via emails, Personnel department, or the faculty newsletter. A website <https://www.econ.muni.cz/en/about-us/hr-award/vystupy-a-dokumenty> has also been set up to publish information on the ongoing implementation of the Action Plan.

Do you have an implementation committee and/or steering group regularly overseeing progress?

- Responsibility for the implementation of the individual points of the Action Plan lies with the specific owners of the activities. They may be members of the Expert Team, Working Group or Steering Committee.
- The expert team monitors the implementation of the Action Plan schedule in regular monthly meetings, the HR Award Manager prepares a quarterly report and updates the implementation schedule.
- The Steering Committee (faculty management) is informed about the implementation of the Action once every three months in the form of a quarterly report submitted through the Vice Dean for Science.
- The members of the Expert Team also inform about important activities, changes and outcomes related to the implementation of the Action Plan at the meetings of the management or the Dean's College. Individual consultations with the Dean of the faculty take place as needed.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy

The implementation of the HRS4R HR strategy and the maintenance of the HR Award are anchored as priorities in the most important strategic documents of the University and the faculty (MU Strategic Plan 2021-2027, ECON MU Strategic Plan 2021-2028). These key objectives are also reflected in the faculty's sub-documents (e.g. ECON MU Implementation Plan 2023 and Mid-term Implementation Plan 2023-2025) and are consolidated in MU and faculty directives.

ECON MU has also created a page dedicated to HRS4R, and lists its existence and involvement on its career pages - <https://www.econ.muni.cz/en/about-us/career-at-econ-muni>.

How has your organisation ensured that the proposed actions would be also implemented?

The implementation of HRS4R is anchored in the ECON MU Strategic Plan 2021-2028. The implementation is primarily the responsibility of the HR Award Manager, who is responsible for the entire coordinates the process, oversees the implementation of the schedule and, in cooperation with the Expert Team (implementation team), prepares and submits materials and documents for approval, ensures communication with the faculty management, staff and selected interest groups. If there are delays or problems, these are discussed so that the best possible solution can be reached.

The implementation of actions is also supported by:

- issued internal directives and measures - available on the ECON MU document server and the employee portal;
- Information events for employees - e.g. the faculty newsletter, news on the employee portal, presentations at management meetings;
- explicit support of selected events by the Dean;
- a shared repository of the documents for the Expert Team and Working Group in MS Teams, where documents on the implementation of the Action Plan and individual activities are stored for comment;
- monitoring and control of the ongoing implementation of the Action Plan;
- monitoring the outputs of annual staff appraisals and audits -> impact of changes already made.

How are you monitoring progress (timeline)?

- The monitoring of the implementation of the Action Plan is the responsibility of the Expert Team, which monitors the implementation of individual activities and quarterly targets in accordance with the Action Plan schedule. The [HR Award implementation GANT CHART](#) also helps to monitor the Action Plan.
- The Steering Committee (faculty management) oversees the implementation process and is informed about the implementation of the Action Plan in the form of a quarterly report submitted through the Vice Dean for Research. The report is prepared by the HR Award Manager. In the event of identified obstacles or problems, it decides how to proceed.
- There are also regular meetings of the MU HR Award Managers' Working Group, which monitors the implementation of activities defined at the university level and reflects their implementation in set faculty actions.
- Progress and improvement are also monitored through formal or informal feedback from staff.

How will you measure progress (indicators) in view of the next assessment?

- Each action has set quantitative/qualitative evaluation indicators. Their fulfilment is checked by the HR Award Manager in cooperation with the Expert Team during regular meetings and at the same time on the date of implementation of each activity. Evaluation will also take place for selected indicators on an annual basis. This will allow to compare data at regular intervals and to monitor development trends.
- In addition to individual indicators, it is also necessary to monitor the overall progress/development of the institution, changes in its internal culture and set processes, with regard to the whole purpose of HRS4R. For these purposes, the faculty plans to include an ad hoc employee survey on the topic of job satisfaction (beyond the activity planned for Q3/2025).
- Other activities and materials will also be used to obtain feedback, e.g. adaptation assessments, exit interviews, outputs from annual employee evaluations, etc., or focus groups with selected groups of employees or individual consultations will be organized.

How do you expect to prepare for the external review?

The preparation for the external review will be similar to the internal review. We will:

- Regularly monitor the implementation of the Action Plan and evaluate the impact of individual activities.
- Monitor developments within the European Research Area and their possible implications for the Action Plan.
- Conduct an employee survey that will focus on employee satisfaction with working conditions and perceptions of the faculty as an employer (Q3/2025).
- Conduct annual information sessions for all (interested) employees - collecting suggestions and feedback.
- Meet with representatives of other MU faculties and Czech research institutions on the topic of HRS4R, collaborate and share experiences. Possibly to travel abroad.
- Improve the communication of the measures taken to staff (especially academic staff) to increase awareness of our actions and their participation in the implementation.
- Participate in workshops and information days organised by the European Commission/Euraxess to gain further knowledge and tips for the external review.

Additional remarks/comments about the proposed implementation process:

- MU – Masaryk University
- RMU – Rector’s Office
- ECON MU – Faculty of Economics and Administration of MU
- MU Strategic Plan 2021-2028 – https://www.muni.cz/media/3326734/strategic_plan_mu_2021_2028.pdf
- ECON MU Strategic Plan 2021-2028 – https://www.muni.cz/media/3369152/econ-strategie-2021-2028_en-web02_final.pdf
- The names of departments and positions may vary in the revised action plan. This is due to changes in the organisational structure of the faculty that have taken place since 2021, which have resulted in the renaming of some positions and departments.
- The recommendations stated in the Consensus Report were reflected, e.g. the HR Award website was adjusted and unified with other faculties, all faculty employees (including admin staff) were included in the implementation, there was a greater focus on gender issues than was originally planned, fixed-term/short term contracts are gradually being replaced by permanent contracts where relevant, etc.