Case number: 2019CZ470335
Name Organisation under review: Masaryk University – Faculty of Economics and Administration
Organisation's contact details: Lipová 41 a, 602 00 Brno, Czech Republic, Petra Ježová – petra.jezova@econ.muni.cz

SUBMISSION DATE: 6/12/2019

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	*107.4
Of whom are international (i.e. foreign nationality)	*18.7
Of whom are externally funded (i.e. for whom the organisation is host organisation)	*10.8
Of whom are women	*37.0
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor	*35.3
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	*61.6
Of whom are stage R1 = in most organisations corresponding with doctoral level	*10.8
Total number of students (if relevant)	2,886
Total number of staff (including management, administrative, teaching and research staff)	*169.1
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	9,734,255
Annual organisational direct government funding (designated for research)	1,115,739
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1,623,646
Annual funding from private, non-government sources, designated for research	25,565
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 a number of 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 provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organisation.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	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.

	• **Ocuppational 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 take into account 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.
Recruitment and selection	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.
Working conditions	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 proces**. - 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 taken into account 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.

Training and development	**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 a sufficient number of 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. <u>CERPEK</u>, <u>Language Centre</u>, <u>e-learning</u>, and <u>IT courses</u>, 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 with regard to 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.

3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please <u>provide the web link to the organisation's HR Strategy dedicated webpage (s):</u>

* URL: <u>https://www.econ.muni.cz/vyzkum/hr-award</u> – Czech version <u>https://www.econ.muni.cz/en/research/hr-award</u> – English version

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS	*GAP Principle(s)*	*Timing (at least by year's quarter/ semester)*	*Responsible Unit*	*Indicator(s) / Target(s)*
	Retrieved from the GAP Analysis			
Ethical and professional aspects				
1. **Raising awareness about the content of the Code of Ethics and basic processes and research documents**. 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. b) Updated information on the faculty website.	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	Number of implemented actions; Number of trained employees (R1–R4); Web link; Target: to create conditions for compliance with ethical principles and good practices in the field of research.
2. **Improving the dissemination and commercialisation of research results.** a) Creation and implementation of the faculty policy of commercialisation of research results. b) Creation and implementation of the faculty communication and marketing strategy towards the public. c) Familiarisation of employees with basic activities and communication channels.	5, 8, 9	Deadline Q4/2024	* Vice-Dean for Science, Research, Quality and Qualifications * Vice-Dean for External Relations and Marketing	Created documents; Web link; 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.
3. **Increasing the number of women in decision-making bodies and leading positions of the faculty and support of the gender-fair environment.** a) Implementation and promotion of appropriate	10, 22, 24, 27	Deadline Q4/2022 Q4/2023 (remuneration review)	* Dean * Personnel Office	Share of the number of women in faculty bodies; Number of activities to support women; Web link;

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).				Document – remuneration analysis; 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.
b) Establishing cooperation with the National Contact Centre for Gender & Science – https://genderaveda.cz/en/gender-and-science/.				
c) Sharing good practice with national/foreign institutions.				
d) Remuneration review.				
4. Improvement of the faculty evaluation process.	11, 25, 26, 33, 38, 39	Deadline Q4/2022	* Personnel Office in cooperation with the Office for Science, Research, Quality and Qualifications * Heads of Departments	Revised and modified evaluation criteria; Number of informed employees; Created support materials for senior employees; Target: transparent, equal, comprehensive and objective evaluation.
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.				
b) To acquaint head of departments with tools and options of remuneration in connection with the annual evaluation and employee´ work performance.				
5. Familiarization and raising the awareness of researchers with the Open Science topic.	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	Number of implemented actions for researchers; Web link; 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.
a) Trainings and workshops on Open Science topics (publishing, managing research results, data management).				
b) Updated information on the faculty website/ Science and Research section.				

Recruitment and Selection (OTM-R Policy)				
6. Creation of a university OTM-R policy and revision of the MU Regulations on Competitive Selection Procedures. 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. 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.	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	Created document – OTM-R policy; Updated The MU Regulations on Competitive Selection Procedures; Web links Target: recruitment and selection process comparable to international standards, the Regulations on Competitive Selection Procedures are compatible with OTM-R policy.
7. Standardisation of the recruitment and selection process at the faculty level. 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). b) Training the members of selection committees and HR staff on correctly conducting and managing a selection interview/ procedure. c) Revisions and updates of advertisement templates in accordance with the requirements of the "OTM-R toolkit".	11, 12, 13, 14, 15, 16, 19, 20, 23, 29	Deadline Q3/2022	* Personnel Office * Heads of Departments	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; Target: professionalisation and streamlining of the recruitment process, reduction of administrative workload for process participants.

d)	Creation of templates for conducting an interview, transparent evaluation of candidates and communication with candidates.				
8. **Creation and implementation of a faculty Post/Role System.** a) All job positions are clearly defined, including job descriptions, required competencies, responsibilities, and teaching workload in the case of academic staff (using also the European Framework for Research Careers which identifies both necessary and desirable competencies for each of the broad R1-R4 profiles). b) All employees (new and existing) have updated job/ post descriptions.	11, 12, 13, 14, 21, 22, 28, 36, 38, 39	Deadline Q1/2022 Q2/2023 (job description update)	* Personnel Office	Created document; Web link; % of employees with job description; 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.
9. **Creation and implementation of the Adaptation/onboarding process for new employees.** a) Creation of internal methodology and support materials for newcomers and senior employees (checklists). b) Updated guide for new employees. 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).	2, 3, 4, 5, 6, 7, 24, 31, 32, 34, 38, 39	Deadline Q4/2021	* Personnel Office * Heads of Departments	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); Target: to provide basic information for working and operating at the faculty, better access to information for new employees.
10. **Strenghtening the position of Postdocs.** a) In connection with the created university strategy for postdoctoral positions (Q3/2021), to define the	13, 14, 21, 25, 28	Deadline Q4/2022	* Vice-Dean for Science, Research, Quality and Qualifications	Created document; Web link – internal OTM-R guide; Number of postdocs;

postdoc status, including employment targets and period of employment, job description, and the required competencies. b) To set up concept/standards for the recruitment, selection and career development of postdoctoral staff (with focus on incoming/international researchers).				Target: internationalisation of the faculty, increase in the number of postdocs.
Working conditions				
11. Improvement of the faculty internal communication. 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. b) Implementation of the faculty newsletter – a regular overview of important information and news across the faculty. c) Creation and implementation of a faculty communication strategy towards employees.	2, 5, 7, 9, 13, 14, 24, 28, 32, 34, 36, 38, 39	Deadline Q4/2021 (newsletter) Q2/2022 (web) Q4/2022 (strategy)	* Personnel Office * Office for Science, Research, Quality and Qualifications * Vice-Dean for External Relations and Marketing	Web link; Monitoring website usage; Created document – Communication strategy; Employee survey outcomes; Target: all employees have all the necessary information easily accessible, including current documents and manuals.
12. Implementation of Health and Safety courses and other legal trainings in the form of e-learning tool. • 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	Web link; Target: compliance with occupational health and safety, prevention and elimination of critical events, knowledge of regulations, clear

				records of trained employees.
13. Repetition of employee (satisfaction) survey at the end of the revised Action plan implementation phase. • 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	Response rate/participation in the survey; Development trends; Target: evaluation of the fulfilment of the principles of the Charter and the Code and the revised Action plan, and employee satisfaction.
14. Improvement of communication and services provided in English. a) Translation of all relevant and important working and strategic documents, and ECON websites, into English. b) Providing language courses for administrative staff according to their work requirements.	5, 10, 21, 24	Ongoing + Q1/2022 and continuously	* Secretariat * Personnel Office	Web link; Translated documents; Target: all foreign employees have the same access to information as Czechs.
15. Reduction of pedagogical and administrative burden. a) Revision of the pedagogical workload at individual departments, proposals for solutions. b) Development of support tools and measures to further reduce administration (documents, paperwork) or transfer it to electronic form. c) Creating a clear repository of current forms and documents on the faculty website.	23, 24, 26, 33, 37, 38, 39	Deadline Q4/2023 Q4/2021 (repository)	* Heads of Departments * Bursar	Document – analysis, proposals for solutions of pedagogical burden; Web link; Employee survey outcomes; Target: reduction of the administrative burden, improvement of working conditions, and sufficient space for research projects.
16. Creation and implementation of the Career Code and improvement of support for researchers in the field of career guidance	21, 24, 28, 29, 30	Deadline Q4/2023	* Personnel Office in cooperation with MU Rector´s Office * HR Award team	Implementation of the Career Code document at ECON MU; Web link;

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. 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.				Number of informed employees; Target: to set the framework for a professional career and it's expected milestones for researchers and job applicants, in terms of their expected career growth and motivation towards it.
17. Strengthening and increasing the number of mobility (outcoming / incoming). a) Monitoring and evaluating obstacles to mobility for individual groups of researchers and responding to them as needed. b) Revision of mobility programmes and programmes targeting young scientists and researchers. c) Improving awareness about the possibilities and conditions of taking creative/sabbatical leave.	10, 18, 24, 29	Deadline Q2/2022	* Vice-Dean for Science, Research, Quality and Qualifications	Number of mobilities (outgoing/incoming); Web link; Target: to create opportunities for mobility in its various forms, increasing the number of mobilities.
Education and development				
18. Improvement of the leadership and supervision of young researchers a) Setting and implementing standards for supervisors (roles, duties, and responsibilities in the process of supervision of Ph.D. students). 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. c) Regular evaluation of the activities of internal supervisors (e.g. within the	2, 3, 4, 22, 28, 36, 37, 40	Deadline Q4/2022	* Vice-Dean for Science, Research, Quality and Qualifications in cooperation with the MU Rector´s Office	Web link; Number of events for supervisors; Created documents; Share of successful Ph.D. students at different phases of study; 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

	regular annual evaluation in the EVAK application) and on the basis of information from the internal information system (IS).				the doctoral programme.
d)	Creation of supporting materials for supervisors – "ten rules for supervisors"/supervisor's checklist.				
19. Improvement of awareness and development of Ph.D. students.	22, 28, 30, 37, 38, 39, 40	Deadline Q4/2022	* Office for Science, Research, Quality and Qualifications in cooperation with the Office for External Relations and Marketing	Number of events for Ph.D. students; Web link; Created documents; Number of Ph.D. students trained; Target: to improve awareness about the course of Ph. D. study, increase of professional knowledge and skills for R1.
a)	Updating the Ph.D. Day format, reorganisation of enrollment for study – supplementation of information, informal networking, and sharing experience with older doctoral students.				
b)	Creation of the faculty Ph.D. student guide.				
c)	Organisation of a workshop focused on the specific knowledge and skills related to research, publishing, co-authorship and plagiarism.				
d)	Improving visibility and promotion of FRESHERS courses organised by the MU Rector´s Office.				
e)	Updated information on Ph.D. study on the faculty website (FAQ).				
20. Improvement of training and development process at the faculty level.	6, 11, 14, 22, 28, 36, 37, 38, 39, 40	Deadline Q3/2023	* Personnel Office * HR Award Team	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; Target: to improve staff skills for the
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.				
b)	Strengthening and developing knowledge and skills of:				

• administrative/support staff, especially in the areas of: specific HR skills/HR management, managerial skills, communication skills, time management, teamwork and cultural diversity • academic and research staff), especially in the areas of: people management/managerial skills, coaching/mentoring, pedagogical and language skills, project management and administration, and gender issues				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 labor market.
21. MU Networking • 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	Unified materials and procedures within MU/selected faculties; Web link; Number of meetings; Target: sharing knowledge and experience, streamlining work and set processes.

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

Currently, the selection procedure for ECON MU academic and non-academic staff is governed by the MU Regulations on Competitive Selection Procedures, which must be updated in future and supplemented with the missing rules and principles of the OTM-R policy, alongside which a uniform general university-wide OTM-R policy must be implemented. The first steps towards open and transparent recruitment and selection have already been taken. ECON MU:

a) has reviewed the current recruitment policy, i.e. the MU Regulations on Competitive Selection Procedures, and established faculty practice and procedures (as part of the GAP analysis);
b) has performed an internal analysis based on the OTM-R checklist;
c) has carried out a questionnaire survey on the HR Award project, the questions of which were also focused on implementing the OTM-R policy within the faculty;
d) advertises selected researcher positions (R3 and R4) on the EURAXESS portal.

The outputs and information obtained then formed the basis for the proposed actions of the Action Plan, and in some cases for the creation of indicators and forms of measurement within the OTM-R checklist. These are specifically the following events:

1. **Creating a university-wide OTM-R policy (Action Plan – item 6)**
2. **Revision of the MU Regulations on Competitive Selection Procedures (OTM-R checklist – items 1, 2, 17, 18, 19)**
3. **Standardisation of the recruitment and selection process through the following actions:**
   - creation of internal rules for recruitment and selection – a faculty OTM-R guide (OTM-R checklist – item 2,7, 14, 19, 22)
   - training the selection procedure participants (OTM-R checklist – items 3, 8, 19)
   - revision and subsequent update of advertisement templates in accordance with the OTM-R Toolkit (OTM-R checklist – items 6, 11, 12)
   - creating a list of suitable and available advertising channels, including advertising rules (OTM-R checklist – item 6)
   - modification of the JOBS.MU application – optimisation of existing and introduction of new functionalities (OTM-R checklist – item 4)
   - creation of a template for candidate evaluation and conducting interviews (OTM-R checklist – items 4, 21)
4. **Translation of documents for the recruitment and selection process into English (OTM-R checklist – item 7)**
5. **Setting up and implementing the adaptation process (Action Plan – item 9)**
6. **Post System (Action Plna – item 8)**
7. **Competence development – for HR employees (OTM-R checklist – item 3)**

As part of the review and implementation of individual actions, the so-called OTM-R Toolkit (an international guide defining the requirements and recommendations for individual recruitment and selection phases) will be used to ensure that participants in the selection process have all the necessary information for the selection process, advertisements contain relevant information and links (e.g. links to workplaces/relevant documents), advertising takes place on recommended platforms and channels, the required level of qualifications and competencies corresponds to the required position, the selection process result is transparent, and the candidate receives adequate feedback on the selection procedure result.

The entire recruitment process will be continuously monitored and evaluated. The employee survey will also be repeated at the end of the Revised Action Plan implementation phase **(OTM-R checklist – items 5, 9)**.

OTM-R policies and updated documents will be published on the faculty website.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL: The principles of the OTM-R policy are partially addressed in the MU [Regulations on Competitive Selection Procedures](#), which will be revised and updated as part of the HR Award implementation phase.

4. IMPLEMENTATION

General overview of the expected implementation process:

Two MU workplaces (CEITEC, the Faculty of Science) have already won the HR Excellence in Research Award. The positive impact and changes taking place within these workplaces have thus contributed to HR Award certification becoming a priority both for Masaryk University as a whole and for the remaining faculties that are individually striving for this award. The implementation process at ECON MU is smoothly following the initial phase, during which the Expert Team and Working Group (formed by the faculty management representatives, R1–R4 researchers and administrative staff) have been appointed. They have been actively participating in the preparation and elaboration of the GAP analysis, the questionnaire survey, and the Action Plan. At the same time, the Steering Committee (SC) – faculty management which oversees the entire process – was appointed. In connection with the end of the term of office of the current faculty management (SC) and the appointment of the new dean as of 1 November 2020, members of all the above teams have been replaced; however, the responsibilities and roles of these bodies have not changed.

During the initial phase, a new position – the HR Award Manager – was established and filled, which covers and coordinates the entire process for obtaining the HR Award.

Within the implementation phase, the following will take place:

- regular monitoring and reporting to the Steering Committee (on a quarterly basis), which will provide the Steering Committee with an overview of the project development and allow for a flexible response to any problems associated with implementing and fulfilling the Action Plan;
- regular meetings of the Expert Team (at least once a month) – implementation of activities and measures, review of compliance with the Action Plan schedule, operational agenda and problem solving;
- ongoing meetings and consultations with the Working Group, involvement of other researchers in the form of individual consultations and/or focus groups according to the selected activities and topics addressed;
- getting feedback on the implemented measures and actions;
- meeting of the university's HR Award Working Group (formed by the HR Award managers of individual faculties and Personnel Office representatives) in order to facilitate and support the implementation process at individual faculties and share best practice across MU.

During the implementation phase, employees will be regularly informed about the Action Plan and the HRS4R implementation through internal communication channels – ECON website, MUNI employee portal, regular employee meetings, department meetings, etc.

Implementation of the Action Plan will also be monitored and evaluated through set indicators for each action,by regular reporting to the Steering Committee, and at the university level by reporting to the Vice-Rector for HR matters.

With regard to the fact that the process for HR Award certification is taking place at most faculties of Masaryk University y, and that the results of questionnaire surveys, GAP analyses and OTM-R checklists across faculties coincide in some areas, it is necessary divide the implementation process into two levels. This step also takes into account the future joint evaluation of MU as a whole (site visit) within the HR Award certification renewal, which has been announced by the evaluators and representatives of the European Commission:

a) **university level** – conceptual, strategic matters that cannot be created for each faculty separately (e.g. creating the OTM-R policy, updating the MU Regulations on Competitive Selection Procedures, creating and implementing Career Rules/Career Code, a central system of education and development for academics, revision of the existing evaluation system, etc.);

b) **faculty level** – activities and matters within the competency of individual faculties or those that are based on university measures and regulations, and can be modified or otherwise altered at the faculty level.

The Action Plan thus contains activities on which ECON MU will cooperate together with the MU Rector´s Office (cooperation is currently underway as regards drafting the OTM-R policy or updating the EVAK internal evaluation application); however, it primarily focuses on shortcomings identified within the faculty GAP analysis and the OTM-R checklist (especially on: standardising the recruitment and selection process in accordance with the principles of the OTM-R policy, introduction of the adaptation process, Post/Role System, improving awareness and strengthening knowledge in the area of ethics and professional responsibility, standardising supervisors' work, developing managerial and soft skills while taking into account the needs of the target group and equal chances and opportunities for selected groups of employees).

ECON MU sees key areas for improvement especially in the areas of:
- **recruitment and selection** in order to increase transparency of the process and get high quality researchers;
- **doctoral studies** to improve the leadership and supervision of the Ph.D. students and their awareness;
- **communication** with the aim of improving the awareness of the faculty staff and strengthening the popularization of the results of science and research;
- **gender issues**, resp. offering equal opportunities and opportunities for selected groups of employees and increasing the share of women in faculty bodies.

The Action Plan is primarily set for a period of two years, from Q1/2021 to Q4/2022, including actions implemented together with the MU Rector´s Office, part of the activities is then, with regard to the Strategic Plan of ECON MU 2021-2027, extended for a period of five years. The objective is to create a good and solid foundation on which it is possible to build further personnel processes aand activities.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Checklist	* Detailed description and duly justification
How will the implementation committee and / or steering group regularly oversee progress?	- Once the Action Plan is approved, the nominated persons or departments will take over responsibility for fulfilment of individual activities. These may simultaneously be members of the Expert Team, Working Group or Steering Committee. - The Steering Committee (faculty management) is informed about the Action Plan's implementation on a quarterly basis as part of the regular meetings of faculty management. The information is passed on by the HR Award Manager and a representative of the Expert Team (e.g. Vice-Dean for Science Research Quality and Qualification or another person). - The Expert Team oversees fulfilment of the Action Plan schedule in regular monthly meetings, the HR Award Manager prepares a quarterly report and updates the implementation schedule (Gantt chart).
How do you intend to involve the research community, your main stakeholders, in the implementation process?	Researchers are involved in several ways: - The Expert Team – is responsible for involving researchers in the implementation process (focus groups, individual consultations, ad hoc meetings as needed, survey among staff) and providing up-to-date information on the process. - The Working Group (formed by R1–R4 representatives) – actively participates in the creation of methodologies, procedures, introduces/implements individual actions, measures, and documents into practice, and passes information to colleagues and their workplaces or departments. - The Steering Committee – oversees the implementation process, comments on the proposed measures and documents, and subsequently approves them. - Researchers are regularly informed about ongoing events, implemented measures,

	processes, and newly created documents through the Personnel Office, the Expert Team, the website, the newsletter, and other faculty information channels. For this purpose, the HR Award/HRS4R website has also been set up – with a News section where information on HRS4R-related activities is already being published. Separate information meetings with employees are also planned as part of the HR Award. Employees will also be informed about planned or already implemented activities during regular meetings of the academic community, which take place once a year. An overview of the Action Plan's implementation (Gantt chart) is regularly updated and published on the faculty website.
	- The Expert Team will carry out another employee survey/questionnaire survey among researchers which will map whether the previously identified deficiencies have been improved by the measures taken.
How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognised in the organisation's research strategy, as the overarching HR policy.	- The fact that ECON MU is striving to obtain the HR Award is embedded in the Strategic Plan of ECON MU 2021–2027, which also reflects the actions from the Action Plan, as well as in the Dean´s Measure. Obtaining the HR Award is also listed as a priority in the MU Strategic Plan 2021–2027.
	- HRS4R fulfilment is also supported by the implementation of actions at the university level, which arose from the initiatives of the individual faculties. The primary result will be a unified OTM-R policy, a new Career Code and, for example, newly set processes and services in the area of career counselling and education and development.
	- Other suggestions and comments arising from the implementation phase at ECON MU will also be presented at regular meetings with the Vice-Rector for HR and Academic Affairs. This position was newly established at MU and it is an important manifestation of MU new management's commitment to focus on improving care for MU employees in the upcoming years.

How will you ensure that the proposed actions are implemented?	- Regular meetings of the Expert Team and the Working Group will take place, including persons responsible for the ownership and performance of partial activities (representatives from the: Office for Science, Research, Quality and Qualifications; Personnel Office; Office for External Relations and Marketing; IT; Office for Strategy and Project Support; researchers). - Quarterly goals and performance indicators have been set, which are regularly evaluated by the Expert Team and the Steering Committee. - The Steering Committee is regularly informed by a quarterly monitoring report and an updated Action Plan implementation schedule (Gantt chart). In case of any delay in implementation, the Expert Team shall justify why the delay has occurred and propose a solution and a new deadline for the action. - A shared document repository will be created where responsible persons and individual teams store materials and documents for individual activities and implementation of the Action Plan.
How will you monitor progress (timeline)?	- The Expert Team is responsible for monitoring the Action Plan's implementation: it monitors fulfilment of individual actions and quarterly goals in accordance with the Action Plan schedule (Gantt chart) in its regular monthly meetings. - The HR Award Manager is responsible for the preparation of a quarterly report on the Action Plan's implementation, which is submitted to the Steering Committee at regular meetings. - In the case of delays or other deviations from the planned schedule, the Steering Committee decides on the next steps and takes such measures that will eliminate other possible risks associated with the successful implementation of the process. In such cases, an extraordinary meeting of the Steering Committee may also be organized.

	- Feedback will also be collected within the framework of regular and ad hoc activities, e.g. evaluation of adaptation process, feedback on selection procedure, exit interviews, and outputs from annual evaluations. - To monitor the implementation of actions defined at the university level, there will also be regular meetings of the HR Award Managers of individual faculties, which will also allow better coordination of the implementation of these actions at the faculty level, and the selection of appropriate procedures for their implementation.
How will you measure progress (indicators) in view of the next assessment?	- Actions with quantitative evaluation indicators will be evaluated individually as of a given date or on an annual basis. This will allow to compare data at regular intervals and to monitor future trends. - In the case of internal documents, e.g. guides and other materials, the indicator will be the document created and/or the link to the website. In the case of website adjustment/creation, a link to the relevant website will be provided. - Evaluation will also be carried out through an repeated employee survey and assessment of its outputs. - Employees will also be able to share and communicate their opinions and observations on the success of the entire process through the planned information events on the HR Award. Other activities and materials will also be used to obtain feedback, such as evaluation of adaptation process, exit interviews, and outputs from the annual evaluation of employees.

Additional remarks / comments about the proposed implementation process:

- **MU** – Masaryk University
- **ECON MU** – Faculty of Economics and Administration of MU
- **MU Strategic Plan 2021-2027** is at the moment in the approval phase, it is not possible to provide the link to check the compliance of the Action plan with it (it will be available in Q1/2021)
- **ECON MU Strategic Plan 2021 – 2027** – same as above