

ACTION PLAN

FACULTY of LAW, MASARYK UNIVERSITY

— *"We take care of employees seriously.
We take care of doctoral students seriously."*

— Case number: **2019CZ471489**

Name Organisation under review: **Faculty of Law, Masaryk University**

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1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	98,3
Of whom are international (i.e. foreign nationality)	5,5
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0
Of whom are women	28,85
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	42,75
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	48,25
Of whom are stage R1 = in most organisations corresponding with doctoral level	7,3
Total number of students (if relevant)	3142
Total number of staff (including management, administrative, teaching and research staff)	176,35
RESEARCH FUNDING	€
Total annual organisational budget	2 388 739,76
Annual organisational direct government funding (designated for research)	1 458 789,83
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	929 949,92
Annual funding from private, non-government sources, designated for research	0
ORGANISATIONAL PROFILE	
<p>The Faculty of Law is one of the four public law faculties in the Czech Republic and is the oldest of the Masaryk University's 10 faculties and 2 institutes. There are 12 departments and 2 institutes at the Faculty. The number of staff in departments/institutes averages around 10 people. The Faculty achieves outstanding results in the evaluation of science and research among the law faculties in the Czech Republic, both in the number of evaluated research results and concerning their quality. The Faculty emphasizes interregional and international cooperation, and its members are, in many cases, principal investigators or researchers in national and international research projects.</p> <p>Ph.D. students usually carry out independent research, but they are also involved in research teams at some departments of the Faculty. The Faculty strives to increase the share of scientific research results generated by young researchers and increase the R1 and R2 representatives' ratio in the institution's control. One of the priorities is to improve the scientific research base environment (e.g., separate offices for Ph.D. students), which would help them to achieve better results both in science and education.</p> <p>The Faculty of Law has committed to the principles of HRS4R as an independent institution. In the Faculty Action Plan are actions, which will be completed at the faculty level. However, there are also some actions that would have to be completed in cooperation with the Rectorate of Masaryk University. These actions include the Postdoctoral strategy, adjustment of the Code of Recruitment, Career Rules for MU, Gender Equality Policy, and formulation of new OTM-R Policy.</p>	

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 organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>STRENGTHS:</p> <p>Freedom of research, awareness of ethical principles in science, responsibility, and honesty are the basic requirements that Masaryk University expects from its researchers. The Faculty of Law MU regulates the area of professional and ethical aspects of research by many internal regulations, available in the MU Information System and university and faculty websites.</p> <p>The Office for Science, Research, and Project Management's staff at the Faculty is well informed about general ethical and professional requirements. They also ensure the control and compliance in research or pedagogical projects and pass this information on to researchers.</p> <ul style="list-style-type: none"> • https://www.muni.cz/en/research, https://science.law.muni.cz/content/cs/ (EN version is in development) <p>Masaryk University has a Code of Ethics for MU academic and professional staff.</p> <ul style="list-style-type: none"> • https://www.muni.cz/en/about-us/official-notice-board/mu-academic-and-professional-employee-code-of-ethics <p>The Ethics Committee for Research, an independent body of MU, is in charge of Ethical aspects of research and ensures compliance with ethical standards in research projects.</p> <ul style="list-style-type: none"> • https://www.muni.cz/o-univerzite/fakulty-a-pracoviste/rady-a-komise/eticka-komise-pro-vyzkum/o-komisi (EN version is in development) <p>The university has established the MU Equal Opportunities Panel in order to comply with the principles of non-discrimination and the principles of equality.</p> <ul style="list-style-type: none"> • https://www.muni.cz/en/about-us/organizational-structure/boards-and-committees/panel-pro-rovne-prilezitosti <p>Intellectual property is regulated by the MU Directive No. 10/2013. Tailored brochures (links below) can help researchers in their awareness about this issue as well.</p> <ul style="list-style-type: none"> • https://webcentrum.muni.cz/media/3194308/ctt_dv_v_kostce_en.pdf • https://www.ctt.muni.cz/media/3063733/brozura20_en.pdf <p>At Masaryk University, the Centre for Technology Transfer, one of the best TTOs in the Czech Republic, is responsible for intellectual property protection. The Faculty has appointed a contact person who cooperates with the MU Technology Transfer Centre, mainly in disseminating and utilizing the research results and public commitment (aid) https://www.ctt.muni.cz/en/intellectual-property/contact-persons (contact person) https://www.ctt.muni.cz/en/services/scientists (information for researchers).</p> <p>The employees of the Office for External Relations and Marketing support the publishing activities of the Faculty researchers with their activities https://www.law.muni.cz/content/en/o-fakulte/organizacni-struktura/oddeleni-a-centra/oddeleni-vnejsich-vztahu-a-marketingu/ - Faculty of Law (Office for External Relations and Marketing) and help to publish research results of researchers, which are published by the Faculty at MU Publishing House (MUNI PRESS).</p>

	<p>The above-mentioned issues can be considered as the strengths of the Faculty since, as evidenced by the outcomes of the questionnaire survey and discussions within the Working Group. These outcomes suggest that the Faculty has a well-established scientific research environment in the field of professional responsibility, contractual and legal obligations, or proper procedures in research and non-discrimination.</p> <p>WEAKNESSES:</p> <p>Based on the evaluation of results from the questionnaire survey and the Working Group's discussions, it will be necessary to adopt measures in several fields, which should result in improvements of the Faculty's processes.</p> <p>Above all, we can highlight some aspects of the dissemination scientific research results to the public (e.g., concluding licensing agreements). Other areas where the Faculty should make a progress include preventing plagiarism, enhancing the observance of particular ethical principles, or the adopting mechanisms of employee evaluation.</p> <ul style="list-style-type: none"> • The Code of Ethics does not reflect all the principles mentioned in the Charter and Code for Researchers (C&C). For this reason, it is necessary to make some adjustments in the university issued Code of Ethics so that it is consistent with HRS4R. The Faculty of Law has not yet appointed a contact person who is responsible for the ethical aspects of research. Also, there are no faculty standards developed in regards to behavioral research on human beings or animals. • In the field of prevention of plagiarism, the Faculty lacks rules for researchers of all categories (R1-R4), which would provide detailed guidelines regarding this issue. Training of researchers and non-academic staff seems also necessary. • As far as employee evaluation is concerned, the Faculty has not yet adopted a fully functioning system of research staff evaluation (all categories R1-R4), which would reflect employees' responsibilities and would be tailored to the specifics of their respective positions. The staff evaluation should be set with regard to the personal and professional development as well as talent management. • Concerning public commitment (aid), it seems necessary to raise awareness among researchers about their research activities' financial aspects, including issues related to public commitment in projects. • Due to the increasing number of foreign employees, the Faculty lacks the translation of several faculty and university regulations into English. It is also essential to provide information in English on the faculty's website to be available to foreign employees and Ph.D. students. • At the university level, an improvement should be achieved concerning the awareness of personal data protection, cyber security, or tailored information about the services that MU offers for its employees.
<p>Recruitment and selection</p>	<p>STRENGTHS:</p> <p>The strong points in the recruitment and selection of employees at Faculty are the formalization and standardization of rules for researchers' recruitment. The analysis, which is based on the questionnaire survey and the Working Group discussions, shows that the Faculty employees recognize the methods of selection procedures (SP) as mostly fair. The rules for recruitment and selection are based on the university-wide competitive selection rules, which are in many respects compatible with the principles laid down in the C&C. The description of the labor duties, and responsibilities of researchers are defined by the MU Job Catalogue (MU Directive No. 3/2018).</p> <p><u>Masaryk University Selection Procedure Regulations</u></p> <p>The faculty advertises all job offers on university and faculty websites. External and foreign advertisement resources are also utilized in order to make the job offer more accessible to non-faculty and foreign applicants. Vacancies for researchers are always published in Czech and English. The Faculty uses university unified-style-templates, and all job announcements are based on the descriptions of the job positions prescribed by the MU Job Catalogue.</p>

Simultaneously, the Faculty's department manager can add specific requirements according to a job position's specificities. Thanks to the use of a university's "E-recruitment toll," jobseekers are not unduly burdened with administrative matters. Recognition of qualifications fully corresponds to national and university regulations; an administrative proceeding must be initiated in order to obtain recognition. In principle, the MU considers a foreign university degree as equivalent to the education that would have been obtained in the Czech Republic. During the administrative procedure, the content (i.e., courses) of a foreign program is compared with the domestic program curriculum.

- <https://www.muni.cz/en/admissions/recognition/general>
- <https://www.muni.cz/en/admissions/recognition/bilateral>

The MU places great emphasis on equal opportunities, and this principle is also fully respected during the recruitment and selection of candidates.

Detailed rules for the selection committee's (SC) appointment are set out in the Regulations on Competitive Selection Procedures at MU (RCSP; further referred to as "Code of Recruitment"). Although the criterion of gender balance is not contained directly in MU's internal regulations, selection committees are set up concerning a gender balance. Attention is also paid to the qualifications and knowledge of the members of SC.

Some of the principles, such as evaluation of merits, changes in CV chronological order and seniority, are applied at the faculty. However, they are not formally laid down in any university or faculty internal regulations.

For the smooth adaptation of foreign employees, the Faculty can use the International Staff Office (ISO), which operates at the university level. This university unit has been established in 2017 and supports foreign employees and their family members before they arrive in the Czech Republic, during their stay, and finally also when they depart from the Czech Republic.

- <https://www.muni.cz/en/about-us/careers/international-staff-office-iso>

WEAKNESSES:

Based on the results of the questionnaire survey, as well as the discussions in the Working Group, it seems necessary to make changes as regards transparency of selection procedures, recognition of mobility experience, and also with respect to postdoctoral researchers' selection.

Specific weak points have been identified in the following areas:

- There exists no adaptation process for new employees at the Faculty (regular employee care has not yet been set up).
- It is necessary to formulate a methodology (concerning the steps in recruitment and selection procedures) and interview guidelines for the members of the SC.
- The Faculty website lacks information for postdoctoral researchers, as well as a specific section (one point) for offering vacancies or opportunities for qualification growth.

At the university level, it seems necessary to make the following changes:

- Modification of the Code of Recruitment and formulation of a new university-wide OTM-R policy. These documents should explicitly meet all the requirements of HRS4R (e.g., mobility of applicants, seniority, and changes in the chronological order of CVs, etc.).
- Formulation of the University Career Code with career schemes for professional development R1-R4. Simultaneously it will be necessary to translate the websites of "Career at MU" into English.
- The postdoctoral position should be clearly defined throughout the university. The chances of career development for this position should be determined, and conditions related to the system of care for foreign postdoctoral researchers should be set up as well.

	<ul style="list-style-type: none"> • Documents relevant to the recruitment and selection of foreign researchers have to be translated into English.
Working conditions	<p>STRENGTHS:</p> <p>Working conditions at Masaryk University are very well regulated by national regulations and MU internal regulations (Collective Agreement, Employment Code, and Internal Wage Regulations). To sum it up, we can conclude that the principles laid down by the Charter and the Code have already been put in these regulations and implemented into university and faculty processes. In particular, these are the definition of working conditions, the principle of a gender balance, or issues related to the protection and management of the intellectual property. The requirements in these areas are addressed at the university level by the following regulations:</p> <ul style="list-style-type: none"> • <u>MU Employment Code</u> • <u>MU University Internal Wage Regulations</u> • <u>Intellectual Property at MU</u> <p>The Faculty offers to researchers numerous working benefits, including social security benefits. The questionnaire survey has confirmed that more than 90% of employees share the opinion that there exists a very supportive working environment at Faculty. Above all, the Faculty enables for the proper balance between professional and personal life. The Faculty provides appropriate conditions for parents who return to work after a parental leave [the Faculty regulations have already laid down flexible working hours; publication requirements are adjusted; employees with small children are allowed to work from home (home office) and/or part-time].</p> <p>The direction of the Faculty of Law 2/2020 The distribution of the working hours and timesheet at the Faculty of Law MU (in Czech only) https://is.muni.cz/do/law/ud/predp/smer/Smernice_dekana_c.2_2020_evidence_pracovni_doby_PrF.pdf</p> <p>Wage conditions at Masaryk University are laid down in several internal regulations, both at the university and Faculty level (university level: MU Internal Wage Regulations; faculty level: regulations of the Dean of Faculty on Salary Bonuses No. 6/2020 and 7/2020). Gender pay equality is respected, and the questionnaire survey has confirmed that most employees perceive their wage conditions as adequate. Based on surveys about wage conditions, no statistically significant differences between men and women have been revealed.</p> <p>The faculty provides relatively adequate professional conditions for researchers. The Central Library of the Faculty, which is one of the top units in Central Europe, provides remote access to electronic resources and databases, contributing to greater work freedom of employees, e.g., they can work from home.</p> <ul style="list-style-type: none"> • https://library.law.muni.cz/content/en/e-zdroje/ <p>The Technology Transfer Centre MU (TTO) is responsible for intellectual property protection and management for all the university units. Researchers can contact the TTO contact person, an employee of the Office for Science, Research and Project Management https://www.ctt.muni.cz/en/services/scientists.</p> <p>The gender balance is respected at the Faculty, as evidenced by the adequate representation of women in the faculty bodies and committees. Since 1990, three of the seven Faculty deans have been female. The right to participate in decision-making bodies is exercised, for example, through the academic senate, where any member of the academic community can stand as a candidate.</p>

	<p>WEAKNESSES:</p> <p>Based on the questionnaire survey and the Working Group discussions, it seems necessary to improve working conditions, mainly career development, respect for the value of mobility, and access to career guidance. In these areas, employees expressed a more critical assessment in the questionnaire survey, and the same conclusion arose from the Working Group's considerations. The faculty lacks a clearly defined career system and system of employee evaluations or the professional development plan. The career paths' system for employees and general conditions of career progression or demotion should be included in regulations at the MU level.</p> <p>Progress should also be made concerning the complaint procedure. Most importantly, the Faculty website lacks the necessary information on how to file a complaint.</p> <p>Improvements should be made in the following areas:</p> <ul style="list-style-type: none"> • The faculty should set up the adaptation process for new employees and regular care for all employees (e.g., training on dissemination of research results to the public or personal data protection). • The website should include information on career growth and other related HR information in the staff section. This information should also be available in English in order to be understood by foreign job seekers or foreign staff at the faculty. • Information on complaints procedure should be provided on the Faculty websites both in Czech and in English. • The Faculty should strengthen doctoral students' representation, for example, by allocating more seats to them in the Faculty's bodies or commissions. • The working conditions of doctoral students should be improved, for example, by creating and allocating more offices to doctoral students. • The English version of the Faculty's website concerning science, research, and projects should be updated. • The Faculty should translate its regulations, which are relevant for foreign employees, into English. • The evaluation of employees working as assistant professors should include a definition of their qualification growth (i.e., the initiation of the habilitation procedure). Simultaneously, it should also be possible for a person, who does not obtain a qualification degree at a defined time, to be transferred to another job position according to the MU Job Catalogue. • The evaluation of researchers should consider not only the quantity of teaching and scientific results but also their quality. • At the university level, it seems necessary to adjust or create the following internal regulations, documents, or websites: <ul style="list-style-type: none"> • Formulation of the University Career Code with career schemes for professional development R1-R4. The MU should also produce a career website in Czech and English (also covering issues related to mobility and sabbatical leaves). • Creation of university web pages for career growth (offer of courses, career paths, counseling) and creation of information leaflet about careers at MU.
Training and development	<p>STRENGTHS:</p> <p>Principles related to training and development are covered by several university and faculty regulations. The Faculty organizes various training sessions focused on specific topics. All Faculty employees are informed about employee development activities, courses, and training in the information system (IS MU) or through the Faculty newsletter. At the university level, CERPEK Centre is responsible for the improvement of pedagogical skills. The university has also established the Language Education Centre for the development of language skills. In this context, the Faculty of Law actively supports its employees in their pedagogical and language skills. The University's Elportal online platform, which offers several educational and skills self-study courses.</p>

The Faculty introduced the faculty newsletter in January 2020, intending to provide information about current faculty events. Via the newsletter, researchers are informed about new grant calls, projects, publications, new books in the central library, pieces of training, or faculty activities organized for the public and employees. a Lifelong Learning Centre at the faculty organizes courses available to faculty staff (one-day courses are free for staff) and the general public.

The process of evaluating doctoral students (R1) is governed by several university and faculty regulations. Supervisors and doctoral program councils evaluate doctoral students. In 2020, the Dean's Directive No. 4/2020 was adopted, which stipulates specific rules for the organization of doctoral programs at the Faculty and also defines the supervisors' responsibilities as well as the competencies of doctoral programs councils.

Together with their supervisors, doctoral students formulate individual study plans (ISP), research plans, publications, etc.

WEAKNESSES:

The questionnaire survey and Working Group discussions have revealed specific weak points in the control and management responsibilities. In this regard, it seems necessary to implement changes at the Faculty or university level. First of all, MU lacks regulations and rules for mentoring and supervision. Secondly, there is a specific gap at the Faculty level concerning a mentoring system for researchers who are no longer doctoral students (R2). Furthermore, it is necessary to develop the communication and supervision skills of R3 and R4 mentors in order to stimulate the transfer of knowledge and good practices to younger researchers. In the questionnaire survey, employees have expressed that transferring knowledge and experience from senior (R3-R4) to junior (R1-R2) academic staff should be formalized and more structured.

Improvements should be made in the following areas:

- A methodology for mentoring and supervision of staff should be developed, both in the field of pedagogical skills and scientific research.
- Senior researchers (R3-R4), who will be designated as mentors/supervisors, should be trained accordingly.
- A training system for supervisors of Ph.D. students should be established in order to contribute to a greater professional and research development of doctoral students (R1).
- A training system in online teaching and learning should be designed.
- An employee appraisal system should be set up with a plan for employees' personal and professional growth.
- The section for researchers at the faculty website should provide information in Czech and English about employees' possible career growth. This information should be available to foreign job seekers as well as to faculty staff.
- At the university or faculty level, it seems necessary to adjust and create the following internal rules and regulations:
 - Adoption of a university-wide regulation, which would govern the mentoring and supervision of employees in the field of pedagogy and research.
 - Adoption of a university-wide regulation that would define mentors' tasks and responsibilities; mentors could also act as career counselors for researchers at the beginning of their research career.
 - Adoption of a university-wide Career Code with career schemes for professional development R1-R4.
 - Creation of university-wide websites for "Careers at MU" (course offers, career paths, consulting) both in the Czech and English versions.
 - Formulation of the Faculty's methodological sheet for Ph.D. students, their supervisors, and doctoral study boards with examples of good and bad practice, research ethics, and frequently asked questions.

3. ACTIONS

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

Organisation's HR Strategy dedicated webpage(s):

- <https://www.law.muni.cz/content/en/o-fakulte/hr-award/>

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)
<p>1. Ph.D. Studies; Evaluation of Pedagogical Skills; Improvement of Student Survey</p> <p>It is proposed to adopt and implement the following changes at the faculty level:</p> <ul style="list-style-type: none"> •to adopt a faculty system for monitoring the number of teaching hours carried out by doctoral students •to provide training to doctoral supervisors (dissertation fathers); training should cover methods of mentoring, providing feedback, formulating of study plans, and intensity of pedagogical involvement of Ph.D. students •to update the existing methodology for Ph.D. supervisors (this should contribute to the better professional and research progress of doctoral students) •to improve the conditions for doctoral students, for example, by opening other rooms where they could work •to implement the evaluation of the quality of teaching activities, which could also involve the shadowing staff (the MUNI Language Centre has developed a similar system) •to hold a workshop on online teaching, e-learning, and moot-courts skills; 	33, 38	Q4/2022	Vice-Dean for Doctoral Studies and Advanced Examination Procedure (Office for Doctoral Studies and Advanced Master's State Examination) Vice-Dean for Strategy and Faculty Development, Vice-Dean for Master Degree Programme; Vice-Dean for Bachelor's Degree Study and Two year follow-up Master's Degree (Office for Studies)	# number of trained doctoral supervisors; updated methodology for supervisors; methodology of monitoring for the quality of teaching; conceived projects of doctoral rooms; # number of trained employees; methodology for the handling of the student survey.

<ul style="list-style-type: none"> to improve the existing platform which would increase the ratio of students who fill in the course surveys; this survey would be filled in during the last seminars in a semester; it is also suggested to adopt a form in which the course's guarantor must obligatorily react to the student survey results 				
<p>2. Complaint Procedures</p> <p>It is proposed to adopt and implement the following changes at the faculty level:</p> <ul style="list-style-type: none"> to update the Faculty websites with the information on filing complaints, including a link to the MU website about the complaint procedures and controlling mechanisms to provide a manual to the new employees, which would also cover information on how to lodge complaints; this issue should become a regular part of the training carried out during the on-boarding process to continue with regular meetings of doctoral students with the Dean and Vice-dean for Doctoral Studies (the aforementioned steps should provide feedback about Ph.D. studies, mainly concerning the guidance of Ph.D. students by their supervisors and research conditions at particular departments of the Faculty) 	34	Q2/2021	Vice-Dean for Strategy and Development of the Faculty (Personnel and Payroll Office); Vice-Dean for Doctoral Studies and Advanced Examination Procedure (Office for Doctoral Studies and Advanced Master's State Examination)	Faculty website with links to MU university website; revised documents for new employees; a system of regular meetings for doctoral students with the Vice-dean for Doctoral Studies and Advanced Examination Procedure and the Dean of the faculty.
<p>3. Participation of Doctoral Students in the Faculty's Activities</p> <p>It is proposed to adopt and implement the following changes at the faculty level:</p> <ul style="list-style-type: none"> to increase doctoral students' share in the faculty's decision-making procedures, for example, by their increased participation in faculty bodies or commissions. 	35	Q4/2022	Vice-Dean for Strategy and Development of the Faculty in cooperation with the Chairman of the Academic Senate of the Faculty of Law, Masaryk University	Increased participation of doctoral students in the faculty's procedures..

<p>4. Postdocs</p> <p>It is proposed to adopt and implement the following changes at the faculty level:</p> <ul style="list-style-type: none"> •to adjust webpages of the Faculty so that they contain information for postdoctoral candidates; webpages should also contain a list of available mentors and a list of announced research topics. <p>It is proposed to adopt and implement the following changes at the university level:</p> <ul style="list-style-type: none"> •to adopt a university-wide strategy for postdoctoral researchers. 	21	Q1/2022	<p>Faculty faculty Vice-Dean for Science and Research (Office for Science, Research and Project Management)</p> <p>MU University RMU (Research & Development Office and Personnel Management Office)</p>	<p>Updated Faculty website for postdoctoral researchers</p> <p>MU University-wide strategy for postdoctoral positions.</p>
<p>5. Project of a Childcare Group</p> <p>It is proposed to adopt and implement the following changes at the faculty level:</p> <ul style="list-style-type: none"> •after the renewal of the faculty is completed, to prepare a project of a Childcare Group (the Childcare Group should serve employees with small children) 	10, 24	Q4/2023	Vice-Dean for Strategy and Development of the Faculty (Personnel and Payroll Office) and Faculty Bursar	Project of a Childcare Group.
<p>6. Online Information, Contact Person, IP Protection</p> <p>It is proposed to adopt and implement the following changes at the faculty level:</p> <ul style="list-style-type: none"> •to update the faculty's websites with information about the most typical situations that a researcher could face during his / her career •to formulate an information leaflet for researchers that would address the ethical aspects of research, publishing of results, plagiarism, intellectual property protection, and Open-Access issues. •to appoint a contact person or department that would provide advice for researchers, including Ph.D. students, about the dissemination of research results 	1, 2, 3, 4, 5, 8, 31	Q2/2022	<p>Vice-Dean for Science and Research (Office for Science, Research and Project Management); Vice-Dean for Doctoral Studies and Advanced Examination Procedure (Office for Doctoral Studies and Advanced Master's State Examination); Vice-Dean for Strategy and Development of the Faculty (Personnel and Payroll Office)</p>	Updating faculty's websites; appointing a contact person; in cooperation with Technology Transfer Office (TTO), holding a training about managing research results; providing information leaflet to researchers.

<ul style="list-style-type: none"> to provide information to new employees and Ph.D. students about typical situations of the researcher during their on-board training (in cooperation with TTO, the existing, as well as new employees, should also be trained about the protection of intellectual property and the management of research results; they should also be given information leaflet dealing with these issues). 				
<p>7. Workshops</p> <p>It is proposed to adopt and implement the following changes at the faculty level:</p> <ul style="list-style-type: none"> to carry out a workshop for employees and Ph.D. students about publishing activities and evaluation of students' thesis to update an existing form used by the supervisors of the thesis (the form should obligatory contain a verbal text to evaluate the thesis, not just the numerical scale evaluation) 	3, 4	Q2/2021	Vice-Dean for Bachelor's Degree Study and Two year follow-up Master's Degree; Vice-Dean for Doctoral Studies and Advanced Examination Procedure (Office for Doctoral Studies and Advanced Master's State Examination); Vice-Dean for Master Degree Program (Office for Studies)	Carrying out a workshop about publishing activities and evaluation technics; updating the form for the evaluation of students' theses.
<p>8. Prevention of plagiarism</p> <p>It is proposed to adopt and implement the following changes at the faculty level:</p> <ul style="list-style-type: none"> to formulate methodological material for the prevention of plagiarism in research work to adopt a procedure that would be followed if plagiarism was detected 	2, 3, 4, 8	Q4/2021	Vice-Dean for Science and Research (Office for Science, Research and Project Management); Vice-Dean for Doctoral Studies and Advanced Examination Procedure (Office for Doctoral Studies and Advanced Master's State Examination); Vice-Dean for Strategy and Development of the Faculty	Adopted methodology for prevention and detection of plagiarism of researchers.

<p>9. Training on Grants and Project Administration It is proposed to adopt and implement the following changes at the faculty level:</p> <ul style="list-style-type: none"> •to implement training focused on grants and projects administration, as well as to list research results into the IS MU system. 	5	Q3/2021	Vice-Dean for Science and Research (Office for Science, Research and Project Management)	# number of trained employees.
<p>10. Translations of Internal Regulations and Web Pages into English It is proposed to adopt and implement the following changes at the faculty level:</p> <ul style="list-style-type: none"> •to translate several of the Faculty's regulations and update the translation of Faculty's website into English. 	2, 5, 8, 10, 13, 15, 16, 17, 18, 20, 24, 31, 35	ongoing implementation while issuing or amend regulation; final implementation 10/12/2025	Vice-Dean for Strategy and Development of the Faculty (translation of regulations relevant to HRS4R); Vice-Dean for Foreign and External Affairs (Office for External Relations and Marketing)	Translated documents (internal regulations relevant to HRS4R); Updated and translated faculty's websites into English in areas related to HRS4R.
<p>11. GDPR Workshop It is proposed to adopt and implement the following changes at the faculty level:</p> <ul style="list-style-type: none"> •to hold a workshop on personal data protection for employees and Ph.D. students and to implement staff training evidence in this field •to formulate a document with the most typical personal-data-protection problems related to scientific research, cybersecurity issues, documents storage in offices, or sending bulk e-mails •to provide training of appointed data-protection-persons about personal data protection 	7	Q2/2022	Vice-Dean for Science and Research (Office for Science, Research and Project Management); Vice-Dean for Strategy and Development of the Faculty	# number of trained employees and competent persons; producing information material regarding personal data protection in the field of R&D; Producing information material on cybersecurity at Faculty.
<p>12. Habilitation Proceedings It is proposed to adopt and implement the following changes at the faculty level:</p> <ul style="list-style-type: none"> •to introduce the position of lecturer among the standard job positions for employees who are not expected to start habilitation proceedings in their career progression (inclusion of the lecturer position should be flexible, and the dean should transfer the employee to the position of assistant professor (R2) if he /she is expected to 	28	Q3/2022	Vice-Dean for Strategy and Development of the Faculty (Personnel and Payroll Office)	Setting a general date for the initiation of habilitation procedure for R2 researchers, including their transfer to another job position, if there is no career growth.

<p>make progress in their career)</p> <ul style="list-style-type: none"> •to set a general deadline by which the assistant professor (R2) must initiate the habilitation procedure (if this step is not passed, then the employee should be reassigned to the position of lecturer I. or II. level so that his / her working position corresponds with the MU Job Catalogue). 				
<p>13. Adjustment of Code of Recruitment (Regulations on Competitive Selection Procedures at MU)</p> <p>It is proposed to adopt and implement the following changes at the university level:</p> <ul style="list-style-type: none"> •to adjust the Code of Recruitment (Regulations on Competitive Selection Procedures at MU) in accordance with the principles of HRS4R 	12, 13, 15, 16, 17, 18, 20	Q2 / 2022 (this is a standard that is registered at the Ministry of Education, Youth and Sports and is subject to approval by the MU Academic Senate)	Rectorate of MU, Personnel Management Office	Adjusted Code of Recruitment (Regulations of Competitive Selection Procedures at MU); inserting the link to the updated Code of Recruitment on the faculty's websites.
<p>14. Career System</p> <p>It is proposed to adopt and implement the following changes at the faculty level:</p> <ul style="list-style-type: none"> •to adopt organizational changes so that a sabbatical leave can be a standard part of the professional plan and career growth of researchers (in this context, it is proposed to create a methodology for taking sabbatical leave, which would include temporary coverage of teaching by other scholars) •to insert information about available e-learning courses on the faculty's websites •connecting university and faculty career development websites via hyperlink •producing a methodology for career counseling and appointment of supervisors and mentors (setting up conditions that would make professional and career counseling feasible; career counselors should be senior staff being independent of the heads of faculty's academic units with excellent 	13, 15, 21, 24, 28, 29, 30, 36, 37, 38, 39	Q4/2023	Faculty Faculty Vice-Dean for Strategy and Development of the Faculty (Personnel and Payroll Office)	Updating the faculty's websites so that they include information about e-learning courses and inserting a hyperlink to university career development websites; producing methodology about sabbatical leaves; Adoption of methodology for career counseling; appointment of persons responsible for supervision and mentoring

<p>pedagogical skills and scientific results).</p> <p>It is proposed to adopt and implement the following changes at the university level:</p> <ul style="list-style-type: none"> •to adopt the Career Rules for the entire MU university with career path schemes for R1-R4 •to include sabbatical leave and mobility into the general description of career plans; •to define the tasks and responsibilities of mentors and supervisors when formulating a general description of career plans •to adopt a specific career path for the postdoctoral position within the Career Code and set up a career care system for postdoctoral researchers •to produce a university-wide website containing information on career growth at MU both in Czech and English 			<p>Rectorate of MU, Personnel Management Office</p>	<p>Adoption of a university career system; Career Code for R1-R4 (Growth and Development Plan); website for Career at MU.</p>
<p>15. Employees Evaluation</p> <p>It is proposed to adopt and implement the following changes at the faculty level:</p> <ul style="list-style-type: none"> •to introduce a system for a regular evaluation (supervision/evaluation) of researchers (the system should include setting goals in pedagogy, research, other activities carried out on behalf of the faculty, as well as professional development and career goals; the evaluation system should also include regular evaluation interviews between the head of the faculty's unit and the evaluated employee) •to set up rules for evaluation of faculty's academic units (institutes) 	<p>11, 24, 33, 37, 38, 39, 40</p>	<p>Q2/2021</p>	<p>Vice-Dean for Strategy and Development of the Faculty (Personnel and Payroll Office)</p>	<p>The evaluation system for employees and faculty's units (institutes); # number of evaluated employees.</p>

<p>16. Adaptation of Employees It is proposed to adopt and implement the following changes at the faculty level:</p> <ul style="list-style-type: none"> •to initiate the adaptation process of new researchers (on-boarding process); this should include training (workshops) focused on the ethical and professional aspects of research and publishing activities, personal data protection, intellectual property protection, research results management, Open-Access, etc. •to adopt introductory training for newly appointed heads of faculty's academic units (institutes), that will be focused on the managers' tasks and responsibilities, training on INET and IS MU modules, training on management of employees, as well as their evaluation •to formulate a manual for chairpersons of commissions for state final examinations and chairpersons of habilitation proceedings •to develop forms for employee and mentor feedback on teaching activities and research-related issues •to designate mentors for the adaptation period of new researchers. 	1,2,3,4,5,7, 8, 31, 34	Q2/2022	Vice-Dean for Strategy and Development of the Faculty (Personnel and Payroll Office); Vice-Dean for Bachelor's Degree Study and Two year follow-up Master's Degree; Vice-Dean for Master Degree Program; (Office for Studies)	Adoption of the adaptation process for researchers; formulation of an adaptation form and feedback form; formulation of guidelines for the chairpersons; # number of trained employees.
<p>17. Gender Equality Policy It is proposed to adopt and implement the following changes at the university level:</p> <ul style="list-style-type: none"> •to adopt a university-wide gender policy •to include the gender balance criteria into the revised Code of Recruitment •to include gender balance criteria in OTM-R policy 	27	Q1/2022	MU University level at RMU Personnel Management Office	University gender policy; updated website with a link to university gender policy.

<p>18. Definition of the Research Standards It is proposed to adopt and implement the following changes at the faculty level:</p> <ul style="list-style-type: none"> •to define the faculty standards for the behavioral research with the use of human beings or animals complying with the international requirements as well as with MU directive No. 5/2015 and No. 1/2018 •to create a template of informed consent and a study protocol. 	2	Q4/2021	Vice-Dean for Science and Research (Office for Science, Research and Project Management); Vice-Dean for Strategy and Development of the Faculty	Faculty methodology for R&D on humans or animals; formulation of template for informed consent and study protocol.
<p>19. OTM-R policy It is proposed to adopt and implement the following changes at the faculty level:</p> <ul style="list-style-type: none"> •to train chairpersons and members of the selection committee in the OTM-R policy •to insert a link to OTM-R policy on the Faculty websites. <p>It is proposed to adopt and implement the following changes at the university level:</p> <ul style="list-style-type: none"> •to create a university-wide OTM-R policy taking into account the principles of HRS4R •to insert the hyperlink to OTM-R policy to the IS MU document server, where it will be available to employees 	12, 13, 14, 15, 16, 17, 18, 20	Q4/2021	Vice-Dean for Strategy and Development of the Faculty; Personnel and Payroll office at the Faculty of Law MU University level at RMU Personnel Management Office	New OTM-R policy; updated Faculty websites with a link to the OTM-R policy; # number of trained chairpersons and members of selection committees.
<p>20. OTM-R handbook It is proposed to adopt and implement the following changes at the faculty level:</p> <ul style="list-style-type: none"> •to produce a faculty OTM-R handbook for members of selection committees (this handbook should include, among others, the technique and procedures for selecting and recruiting new staff and methods of interviewing candidates) •to provide training to the heads of faculty's academic units (institutes) and members of selection committees on the rules of the selection procedure and the method of selecting employees 	13, 14, 15, 17, 18, 20	Q4/2021	Vice-Dean for Strategy and Development of the Faculty (Personnel and Payroll Office)	Producing of OTM-R handbook at Faculty; # number of trained staff.

<ul style="list-style-type: none"> •to add external members to the selection committees if the faculty's financial situation allows such step; if the external persons will become the members of the selection committees, it is suggested to adopt contractual provision regulating the duties of external members (e.g., personal data protection). 				
<p>21. Training and Development/Mentoring</p> <p>It is proposed to adopt and implement the following changes at the faculty level:</p> <ul style="list-style-type: none"> •to formulate a methodology for the evaluation of teaching activities •to formulate a methodology for mentoring and supervision •to place a link on the faculty's websites regarding the CERPEK training program. 	36, 37, 38	Q4/2022	Vice-Dean for Strategy and Development of the Faculty (Personnel and Payroll Office); Vice-Dean for Master Degree Program	Formulating a methodology for the evaluation of teaching activities; formulating a methodology for mentoring and supervision; placing a link on the faculty website regarding the CERPEK training program.

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.

In the area of adjusting the rules for recruitment and selection of employees, it is necessary to make partial changes so that the recruitment process meets the requirements of HRS4R. Masaryk University has a recruitment policy laid down in the Code of Recruitment (Regulations of Competitive Selection Procedures at MU; RCSP), which covers most of the OTM-R rules. These rules are fully applicable to the recruitment of employees for scientific research positions but also to other employees. The RCSP represents a broad set of rules; however, it lacks a more detailed description of the procedures required by the OTM policy compliant with HRS4R. Should the Faculty of Law's recruitment policy processes be improved, the following measures are suggested to be adopted. They should contribute to more considerable clarity and transparency in the recruitment of domestic and foreign employees. Below are listed steps (actions) that the Faculty of Law will take:

1. The university-wide OTM-R policy will be adapted following the requirements set out in the Charter and the Code. The OTM-R policy will be published on the Faculty of Law's website in Czech and English. The information will also be communicated to employees through the faculty newsletter, and the relevant document will be available to employees in the information system IS MU. (Faculty Action Plan: actions 10 and 19, link to OTM-R principles 1, 9, 19 and 23).
2. The OTM-R handbook for the selection procedures will be formulated. The OTM-R handbook will contain a methodology for members of the selection committees, which would help them evaluate a candidate's selection criteria concerning the evaluation of merits, assess possible career breaks, seniority, etc. The aim is to achieve a transparent evaluation of candidates, which will be based on their professional and expert knowledge

- and skills. The document will be available to all members of the selection committee (SC). Information about the new OTM-R handbook will be sent to all participants in the selection process (SP) and shared in IS MU. (Faculty Action Plan: Action 20 and link to OTM-R principle 2).
3. Employees who are involved in the recruitment and selection of employees will be made familiar with OTM-R policies and rules. Furthermore, these persons will be provided with HR support in the form of a document, which will contain information about good practice in the recruitment and selection of new employees. The document containing good practice examples will be available to the members of the selection committee before the selection process (OTM-R handbook). Familiarity with this document will be confirmed in writing or electronically by persons participating in the recruitment and selection process. (Faculty Action Plan: actions 19 and 20, link to OTM-R principle 3 and 23).
 4. The quality control elements listed in the Code of Recruitment will be adopted and added to the new OTM-R (university level) and the SP's quality control procedure (eg. internal control of the personnel department, feedback on the course of the SC, form for applicants, list of available information on the offered position, selection committee report, and other templates) will be included in the OTM-R handbook issued at the faculty level. (Faculty Action Plan: Action 20 and link to OTM-R Principles 5 and 21)
 5. Since the aim is to improve the conditions for open and transparent recruitment of job seekers at the Faculty, each job offer will include a link to the university/faculty website, which will provide more information about the working environment at the faculty, benefits for employees, as well as information for employees about the particular department/institute. Job offers (template for job offer/advertisement) will be modified following the recommendation from Euraxess and a link about a career at Faculty will be added to the website. (Faculty Action Plan: actions 10, 14, 19 and 20, link to OTM-R principles 6, 9, 11, 12).
 6. Another priority is to enhance the information flow to potential foreign job seekers (especially concerning postdoctoral researchers). The Faculty has currently modified the new design of the faculty R&D pages in Czech. Regarding faculty openness to international cooperation, the information will be published in English on this faculty website, so the web page is understandable to foreign job seekers or foreign employees. Advertised job offers in English will include a link to information in English (OTM-R, personal data protection, benefits for employees, information about the department/institute). (Faculty Action Plan: actions 10, 19, 14 link to OTM-R principles 7 and 13).
 7. Job offers for R&D employees will be recommended to be offered on the EURAXESS website. Social networks will also be used for job announcements eg. LinkedIn or Researchgate (Faculty Action to the OTM-R principle 13,14)
 8. Rules will be laid down for appointment of members of selection committees. The Faculty wishes to analyze the alternative of external memberships in the SC and also considers establishing permanent selection committees (Faculty Action plan: action 20, link to OTM-R principle 16, 17).
 9. A link to the university complaint procedure website will be embedded on the faculty's website so that all jobseekers and all staff have an easy access to the relevant information. (Faculty Action Plan: actions 2 and 10, link to OTM-R principles 22 and 23).

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:

Code of Recruitment (Regulations on Competitive Selection Procedures at Masaryk University – contains some OTM-R elements, link provided here:

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

4. IMPLEMENTATION

General overview of the expected implementation process:

The Faculty of Law is one of the ten faculties of Masaryk University (MU). Masaryk University has two other institutes. With 219 employees and approx. 3150 students (150 Ph. D. students) belongs the Faculty of Law to the smaller faculties of Masaryk University. Faculty is an autonomous economic unit of the university and is financed from the state budget and from its own economic (commercial) activities.

The outstanding reputation of the MU Faculty of Law and its position in Brno's center (the second-largest city in the Czech Republic) makes the faculty very attractive for students and faculty staff alike. The only disadvantage compared to other Western European countries may be the wage range, which is below the level of western EU countries, and therefore it may be more challenging to attract foreign researchers. Also, teaching law in the Czech language represents a specific barrier, which is due to the fact how the faculty is professionally oriented (graduates often work as judges, lawyers, executors, or notaries in the Czech Republic with a focus on Czech law).

Many internal university regulations govern the Faculty's activities; however, within the framework of university rules and state legislation, there is a specific space for the faculty's autonomous development and administering. These rules and regulations are adjusted for the needs and strategic goals of the faculty.

Improving staff managing processes is one of the long-term goals of Masaryk University, and therefore the implementation of HRS4R is also one of the Faculty of Law's priorities. The Action Plan includes vital ethical and professional aspects, prevention against plagiarism, personal data protection, ethics of research and projects, or adaptation and employee evaluation. These areas will be primarily addressed by the Faculty Office for Science and Research and Project Management, the Office for Studies, and the Office for Doctoral Studies and Advanced Master's State Examination. Adaptation and evaluation of employees will be in the competence of the Personnel and Payroll Office in cooperation with other offices. Another area is recruitment and selection of employees, where it seems necessary to make partial changes in the field of transparency, training of selection committee members, recruitment and selection of researchers, mobility recognition, and others.

Finally, in the framework of HRS4R, staff training and development will become a priority (adoption of the new MU Career Code, support in education and development - mentoring / supervision, e-learning, career website). These areas will be covered primarily by the Personnel and Payroll Office in cooperation with other faculty departments or with the university RMU Personnel Management Office (mainly the methodological materials and information leaflets).

The Dean of the Faculty of Law has already issued an internal regulation, which requires employees to cooperate with the Steering Committee and the Implementation Group in all matters necessary to implement HRS4R at the faculty.

The execution of individual steps (actions) in the Action Plan will be the responsibility of Vice-deans in cooperation with the offices in charge of the faculty's relevant area of activity. The Action Plan is scheduled for a period of two years (until the Interim Assessment at the end of 2022). However, it is necessary to mention that some steps (actions) are intended to be taken over a longer time horizon. Therefore, the steps (actions) included in the present Action Plan can subsequently result in other specific steps (actions). For some steps (actions), a more extended period of the other three years is set (end of 2025); thus, they will be implemented in the revised Action Plan. It is also essential to emphasize that some significant changes have already been made based on a questionnaire survey, interviews with researchers, and discussions from the Working Group (see notes in the Gap Analysis).

The aim of implementing the Action Plan is, in particular, to set general rules and methodology, as well to adopt or modify internal regulations, and to implement a training system designed to enhance the professional development of researchers.

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
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p>After preparing the Gap Analysis and the Action Plan, the members of the Implementation Group, who will be appointed by the Dean, will take over the responsibility for implementation of individual steps. These departments are mainly the Personnel and Payroll Office, Office for Science, Research and Project Management, Office for External Relations and Marketing, IT Centre of the faculty, Office for Studies and Office for Doctoral Studies and Advanced Master's State Examination. The Implementation Group will prepare information on implementing the Action Plan for the Steering Committee quarterly.</p> <p>The members of the Implementation Group will work closely with researchers of all categories (R1-R4), especially with those who have been ab initio involved in the process of obtaining the HR Award and have an overview of the specific principles, goals, or possible means to achieve them.</p> <p>The Steering Committee will evaluate the approval of the outputs and supervise the Action Plan's implementation. It will hold two meetings in the first year and one meeting in the following year before submitting the documents for the HR Award Interim Assessment. The Steering Committee remains the same as during the first 12 months of preparing the Gap Analysis and the Action Plan.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>Researchers of all groups (R1 - R4) who will actively participate in the implementation of individual steps (actions) will be involved in the implementation of the Action Plan. Their involvement in the formulation of methodologies, processes, and internal regulations is indispensable. Faculty staff will be informed about changes and the progress in the implementation of the Action Plan on the faculty website in the section where there is information about HRS4R already available. As the Faculty newsletter has been published since 2020, employees will be informed about relevant activities, new regulations or possible training through the newsletter.</p> <p>Members of the academic community meet twice a year at joint meetings. The Faculty Dean will inform them about changes and steps related to the HRS4R implementation process. These meetings are open to all researchers and other employees and their feedback provides a significant benefit for the Faculty management and members of the implementation team.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.</p>	<p>In 2020, the university has been working on a long-term Strategic Plan. Each of the faculties was given space to submit their comments.</p> <p>The Faculty of Law insisted that the necessary actions in the faculty Action Plan will also be inserted into the Masaryk University Strategic Plan and the future Strategic Plan of the Faculty of Law. Since September 2019, Masaryk University has had a new rector and under his new leadership, for the first time in the university's history, the position of Vice-rector for Personnel and Academic Affairs was created. This fact is a consequence of the new university management's focus on improving the university staff care. The university is already focusing on priority areas so that the specific processes would be consistent with HRS4R. For example, the university management has preliminarily agreed to cooperate with its faculties with regard to changes in the Code of Recruitment (Regulations of Competitive Selection Procedures at MU), the formulation of a university-wide OTM-R policy, and Gender Policy. At the Faculty of Law, the Dean issued Measure No. 10/2019 at the beginning of the HR Award process, which creates conditions for the implementation of HRS4R and motivates researchers and other faculty staff to cooperate and support the implementation of HRS4R at the Faculty.</p> <p>• https://www.law.muni.cz/content/en/o-fakulte/hr-award/personalni-strategie/</p>

How will you ensure that the proposed actions are implemented?	Monitoring of the entire process will take place continuously, according to quarterly goals and deadlines. At each quarter-end, the Implementation Group will prepare a written summary for the Steering Committee (a record of the activities carried out for the step/action and which steps still need to be taken to complete the action set in the Action Plan successfully). Should there be delays in carrying out the appropriate steps (actions) according to the set deadline in the Action Plan, the Implementation Group members will have to provide an explanation and possibly set an alternative deadline.
How will you monitor progress (timeline)?	<p>The Implementation Group will be responsible for the Action Plan' implementation. The quarterly written outputs/reports from the Implementation Group and the Action Plan timeline will be used to monitor the entire process and implement the Action Plan.</p> <p>Delays in implementation and possible proposals for alternative solutions or deadlines will have to be approved by the Steering Committee.</p> <p>The Faculty Personnel and Payroll Office cooperates closely with other MU faculties as some of the Faculty Action Plan points have the same or very similar deadline. Progress monitoring will also be ensured through the Faculty HR manager's co-ordination with HR managers from other faculties; at the meetings, the HR managers will compare deadlines and proposals for solutions of similar steps (actions) set out in the Action Plan.</p>
How will you measure progress (indicators) in view of the next assessment?	Compliance with the Action Plan indicators will be monitored on annual basis. Consequently, the yearly progress can be closely scrutinized. Adoption of internal regulations, methodologies, or updates of websites and manual are amongst the most typical partial indicators. Some indicators will be shared through information systems for employees (eg. IS MU), while others will be used for employee training or available on websites for employees and the public. Based on the Steering Committee's approval, another option is to conduct a comparative questionnaire survey during the Action Plan implementation.

Additional remarks/comments about the proposed implementation process:

Link to the website for HR AWARD at Faculty
<https://www.law.muni.cz/content/en/o-fakulte/hr-award/>