TEMPLATE 4: ACTION PLAN

Case number: 2019CZ471956

Name Organisation under review: Masaryk University – Faculty of Medicine

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1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	447,3 (1094 HC) R1-R4
Of whom are international (i.e. foreign nationality)	40,3 (134 HC)
Of whom are externally funded (i.e. for whom the organisation is host organisation)	297,4 (578 HC)
Of whom are women	234,9 (528 HC) 254 PhD HC
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	112 (190 HC)
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	167,3 (383 HC)
Of whom are stage R1 = in most organisations corresponding with doctoral level	168,05 (521 HC)
Total number of students (if relevant)	4223
Total number of staff (including management, administrative, teaching and research staff)	616,2 (1397 HC)
RESEARCH FUNDING (figures for most recent fiscal year - 2019)	*€ (26 CZK/1€)*
Total annual organisational budget	37 879 212 €
Annual organisational direct government funding (designated for research)	3 191 731 €
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	4 567 423 €
Annual funding from private, non-government sources, designated for research	322 900 €
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	

The Faculty of Medicine MU is a professionally oriented institution with more than 100-year history. Study programmes cover the entire spectrum of biomedical sciences and clinical medicine. The educational activities and scientific research take place at more than 70 workplaces – theoretical institutes located on the University Campus, the Simulation Centre (the largest institution of its kind in Central Europe) and at the clinics of university hospitals. Faculty creates scientific teams and shares its infrastructure with the Faculty of Science MU, CEITEC MU, ICRC, Czech Academy of Sciences. The researchers are among the top international scientists in many fields.

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** The legislation of the CR, as well as the internal regulations and strategic documents of MU and FM MU, adhere to the content of most principles of ethical and professional aspects from a legal point of view. Principles in this area are systematically addressed by internal directives and measures, the Organizational Code and the Code of Ethics. At the level of the University and the Faculty, there are authorities ensuring internal control mechanisms. MU has the Technology Transfer Office (TTO), which provides consulting and creates supporting materials in the field of intellectual property rights protection. By legal regulations, the rules of safe work are set at MU, and employees are regularly trained. The protection of personal data at MU is governed by the European regulation GDPR. MU is a signatory of the Berlin Declaration and is committed to promoting free and unlimited access to scientific publications. (Open Access, OA). MU has an OA workgroup and a network of faculty coordinators. A directive concerning publishing activities and OA at MU is in preparation. According to the questionnaire survey (QS), most employees feel sufficiently acquainted with the tools for ensuring the ethical aspects of scientific work and perceive them as sufficient. **WEAKNESSES:** Based on the QS and subsequent focus groups (FG), weaknesses were identified in this heading, which will need to be worked on in the following period and require improvement. Insufficient internal communication, information, or poor clarity on the following topics were identified across the principles in this thematic heading: • Content of the MU Code of Ethics and news in ethical principles. • Strategic research priorities of MU and FM MU. • Internal processes and awareness of their settings.

	- Financial resources, rules for their management and distribution. - Intellectual property issues and TTO services. - Rules and good practice concerning information security, data management and backup. - Rules and tools for disseminating research results, activities and policy of OA. Many employees do not know who to reach out to concerning unethical behaviour. The obtained data showed that up to 1/5 of employees had repeated experience with unethical practice in identifying the author of scientific results. The issue of discrimination is not part of the adaptation guide. Researchers lack a higher level of support with project applications, in particular, in the area of funding. Junior researchers sometimes have difficulty identifying predatory journals. Most researchers do not use a unique author identifier Researcher ID or ORCID. The research strategy of FM MU is not in the form of a written document. Some strategic documents and websites are not available in EN. The FM MU R&D website is not in EN and is not structured in a way that would popularise the research activities. OA website is available only at the university level and only in CZ. The system of employee evaluation is not linked to other evaluations, strategies or the rules of career advancement. The system does not provide some data in sufficient detail, and administrators are not trained. See also Weaknesses in Training and development.
Recruitment and selection	**STRENGTHS:** National and university regulations correspond with the concept of the Charter in R&D. Despite the more generally formulated internal regulation, the actual job advertisements fulfil OTM-R methodology. The positions of academic staff are filled based on a tender, published at least 30 days before the deadline for application submissions. Jobs are advertised in a standardised structure, include a description of the required knowledge and skills which is not very specialised, as well as a description of working conditions, benefits and rights. The recruitment of Faculty staff is regulated by the MU Regulations on Competitive Selection Procedures (RCSP). A wide range of selection procedures (SP) at the Faculty includes external expert opinions and oral interviews. The criteria consider professional qualities, experience, mobility, and the results of the candidates' creative work. Discrimination is prohibited. Equal opportunities must be respected.

The level of required qualifications during the SP corresponds to the requirements of the position. Recognition and evaluation of qualifications are aimed at assessing the results achieved by the person. The competency profile of the candidate is evaluated as a whole and in mutual connection.

The QS showed that 85 % of Rs who have participated in an SP feel that they have received sufficient information during the SP.

WEAKNESSES:

Based on the GAP analysis, these weaknesses were identified.

The RCSP does not correspond with all OTM-R requirements. The current legislative support and recruitment practice at the Faculty do not fully consider all the principles of OTM-R and is not available in the form of a Faculty guide. Specifically:

- International comparability is not explicitly laid down, and advertising is not always open for international applicants.
- There are no defined requirements for expertise, competencies or gender balance for the members of selection committees.
- There is no specific training programme, and none of the persons responsible for the SP, are trained.
- There is no description of the process of assessing professional competencies, experience and personal qualities, that would lead to the selection of the most suitable candidate.
- The assessment of seniority, international comparability, participation in the popularisation of science, foreign internships or virtual mobility experience, practice outside the academia or career interruption is not specified.
- Applicants are not informed about career development possibilities before the SP begins. After the conclusion, they are not systematically informed of the strengths and weaknesses of their candidacy or the process of complaints about the results of the SP.
- There is no system of quality control and the effectiveness of SP.
- The appointment of postdocs or the rules for their career development is not systematically addressed.

Only a small number of candidates respond to some tenders, which is caused among others by the insufficient local and international presentation and lack of HR marketing. According to the QS, many employees, especially R1, lack some information, and 20 % do not consider the conditions for recruiting some positions as transparent.

Many employees of the Dean's Office do not communicate in EN fluently, and some documents are only available in CZ.

Working conditions	**STRENGTHS**
	Working conditions are a crucial topic at FM MU. University has made enormous investments in the equipment and premises of FM MU, its computer networks and IT. In 2020, the Simulation Centre of the FM MU (SIMU), a unique teaching workplace, was opened. FM MU uses for adjusting working hours all flexible tools. Sabbatical leave is provided for 6 months more than is required by law. In August 2020, MU entered into a partnership with a pre-school care provider that provides services at a subsidised price. The salary at FM MU consists of a wage rate, performance/function premium and bonuses. In general, MU is one of the best Czech universities in rewarding employees. In 2020, the institute of a Research Group at FM MU was established, including defining working conditions and funding. As a public university, MU and FM MU have a sophisticated system of academic self-government. The number of complaints is low, with no formal complaints during the last two years. More than 2/3 of the QS respondents stated that their workplace creates sufficient time, financial and supportive space for academic and research goals. The more employees have experience with supporting workplaces, the better they evaluate them. The overall satisfaction of respondents at FM MU is 91%. **WEAKNESSES:** In this heading were identified weaknesses, which require improvement. Early-stage researchers do not feel sufficient research support, and some do not feel recognised as professional group members. At the FG were identified a need for greater support for interdisciplinary cooperation, infrastructure sharing, the need for information and administrative support. Employees lack sufficient quality protective equipment. There is a lack of shared space for PhD students and facilities for parents with small children. Academics are not familiar with working conditions information, see Ethical and professional aspects. Faculty do not have an adaptation guide summarising relevant information. Possibilities of taking sabbatical leave are complicated due to the need to provide teaching. In transition periods between grants is higher uncertainty of researchers.

	Researchers lack graphic services and greater support in developing academic writing skills and point to the administrative burden associated with teaching. Awareness of the possibilities of developing pedagogical and language competencies for teaching in EN is insufficient. The Course opinion poll is not set up to provide relevant information. There is no targeted policy to promote gender balance, nor is it covered by any regulation. The percentage of women who do not advance in their careers significantly exceeds the percentage of men. Level of representation of women in decision-making bodies does not reflect the ratio between employees. There is a lack of systemic rules, evaluation and support of mobility in connection with SP, teaching and research. Recruitment of clinical workplaces staff is tied to medical work and requirement for knowledge of Czech. Administrative barriers to recruitment and mobility have also been identified concerning dealings with authorities. For weaknesses in principles 31, 32, 34 see Ethical and professional aspects, for principles 28, 30 see Training and development.
Training and development	**STRENGTHS** Despite the identified areas that need to be improved, there are many educational and development opportunities at the University. Both the Code of Ethics and the [Employment Code](#) are establishing the responsibility of senior employees for the junior and subordinate ones. At the University level, there are tools to support staff development, such as the [Pedagogical Competency Development Centre](#), the [Language Centre](#) or the [e-learning portal](#). The individual Faculty workplaces provide further professional education, and specialised education is provided separately for employees by their workplaces. The internal standard does not specify which means are preferred for continuous development. This decision is left to each workplace and its employees. According to a QS, almost ¾ employees feel support in continuous education and development of knowledge and skills. Employees positively evaluate the possibilities of developing pedagogical competencies through CERPEK MU. In the QS, 80% of R's stated that PGS have the opportunity to have regular contact with their supervisors. **WEAKNESSES:**

| | Based on the QS and subsequent FG, weaknesses were identified in this heading, which will need to be worked on in the following period and require improvement.

There is not Career Code at the university level, and the Faculty lacks a comprehensive system with formal guidelines for development, education and mentoring. Information on existing training and support opportunities is not sufficiently communicated. The adaptation process of new employees is not managed in a systematic way. There are no adaptation and supporting documents for early-stage Rs and those in leadership positions. Employees are not familiar with Faculty processes, and this increases their administrative burden. Managers and supervisors are not systematically trained in their roles, in skills necessary for leading and the rules for the development of these skills are not systemically set.

A low level of active collaboration between researchers has been identified across levels of qualification R1-R4. Some workplaces have a very flat organisational structure, and the Head directly supervises up to tens of employees and therefore is unable to provide feedback and support for the employees' career development. According to a QS, more than 1/3 of employees do not feel supported for their career growth.

Some processes and competencies are not sufficiently formalised in the University and Faculty standards for PGS and also do not contain a comprehensive plan for the development of doctoral students and supervisors. Almost a third of junior researchers do not feel sufficient time and other kinds of support from their supervisor.

The system of evaluation of the academic staff work performance, including the proposal of education and development, was only implemented as a pilot at some workplaces. The evaluation criteria are not linked to the requirements for habilitation and professorship procedures and to the mentoring for early-stage researchers. Many senior employees lack regular personal feedback from Faculty management. |
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3. ACTIONS

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

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

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)
Free text -100 words max	*Retrieved from the GAP Analysis*			
1. RESEARCH INFRASTRUCTURE - Audit of instrumentation, laboratories and breeding facilities, the establishment of rules for sharing, creation of renewal and development strategy in connection with the new institute of the Research Group. - Analysis and creation of descriptions of key internal processes at FM MU in the area of processing and managing projects. - Support of virtual mobility and technical equipment of employees (for opponencies, working in committees, cooperation on projects, etc.). - Revision of the process of inspecting compliance with the OHS at theoretical workplaces. - Furnishing the Faculty premises to fit the needs of parents with small children.	6,7,10,23	Pilot Study - 4.Q 21 Implementation - 4.Q 22	Infrastructure Working Group, Vice-Dean for Research, HREx WG	• Methodology of sharing research infrastructure (document) • Number of involved workplaces • Description of key internal processes (document) • Number of supported persons in IT equipment for virtual mobility • Inspection process review report (document) • List of implemented measures in individual areas • Web link

2. SERVICES - Audit and revision of administrative processes and their unification and digitalisation. - Strengthening of administrative support of workplaces (preparation and implementation of projects, support in the areas of statistics and publication). - Increase of the support of the grant department in the area of processing grants applications, especially in financial management – including a workshop for employees. - Strengthening the support of graphic design services for teaching and scientific presentations. - Shared space for group work of PhD students and an informal meeting point. - Furnishing the Faculty premises to fit the needs of parents with small children.	6,8,9,23,24,33	Pilot Study - 4.Q 21 Implementation - 4.Q 22	Infrastructure Working Group, Vice-Dean for Research, HREx WG	• Description of key internal processes (document) • List of electronic processes • Weblink • Number of trained employees • List of implemented measures • Number of involved workplaces
3. INTERNAL COMMUNICATION Creation and implementation of an internal Faculty communication strategy, internal communication platform to support the identification of employees with its internal culture and values and for targeted and well-structured sharing of strategic documents, information materials, success stories, news and opportunities incl. EN version. This will include: - R&D strategy communication incl. Websites. - Internal marketing and overview of available support from MU - incl. possibilities of funding. - Possibilities and rules for R&D funding and remuneration. - Linking the AP with the FM MU Long-term Plan 2021-28.	1,4,5,6,8,22,23,24,26,31,32,33,38,39	Pilot Study – 3.Q 21 Implementation - 4.Q 21	Office for Quality, Office for Strategy and Public Relations, Vice-Dean for Research, HREx WG	• Employee portal and revised content of the FM MU website incl. EN version (weblink) • Strategic documents and information materials on relevant areas, incl. EN version • Weblink
4. CAREER DEVELOPMENT - Setting up a system of career paths and concerning career	16,21,22,25,2	Pilot Study - 4.Q 22	Office for Quality, Personnel	• Career path system (weblink)

levels R1 – R4 incl. education and career counselling. - Creation and implementation of roles and positions system incl. competencies and rules for career advancement by the European Framework for Research Careers. - Setting up distribution of professional activities to design organisational rules for individual workplaces so that the capacity for research, teaching and clinical practice is realistic. - Strengthening of programmes supporting junior and postdoc positions. - Building a mentoring platform. - Development of managerial skills for senior academic staff. - Revision of standards of the PGS.	8,30, 36,3 7,38, 39,4 0	Implementation - 4.Q 24	Office, Vice-Dean for Research, HREx WG	• System of roles and positions at FM MU (document) •% of updated descriptions • Number of implemented courses for the development of managerial skills • Weblink - mentoring platform • Number of mentors and mentees • Number of supported junior R • Update of PGS standards (weblink, date of update)
5. TALENT MANAGEMENT - Creation of a talent pool for employees in the R1 and R2 positions, designing transparent selection criteria, working conditions, career development and education incl. managerial development. - Building a mentoring platform at FM MU and connecting to the international mentoring network. - Implementation of activities to support knowledge sharing between junior and senior researchers.	10,2 8,29, 30,3 6,38	Pilot Study - 3.Q 23 Implementation - 4.Q 24	Personnel Office, HREx WG, Office for Quality	• Talent management policy (document) • Number of Rs included in the talent pool • Weblink - mentoring platform • Number of mentors and mentees • List of activities to promote knowledge sharing
6. HR MANAGEMENT (ORGANISATIONAL STRUCTURE AND PROCESSES) - Description of key processes, competencies and responsibilities at the Faculty. - Setting up an internal reporting system for key processes. - Creation and implementation of a system of roles and positions at FM MU, including professional and personal competencies and rules for career advancement.	21,2 5,35, 37	Pilot Study - 4.Q 23 Implementation - 4.Q 25	Personnel Office, Office for Quality, HREx WG, Vice-Dean for Research	• Description of key internal processes incl. reporting (document) • Number and list of electronic HR agendas • System of roles and positions at FM MU (document)

- Implementation of the Research Group into the structure of workplaces. - Reduction of the administrative burden by the digitalisation of HR agendas.				• Database of research groups (weblink)
7. ADAPTATION Setting up the adaptation process for all new employees, incl. adaptation guides and introductory training for various groups of employees incl. EN version that will contain topics: - Strategic documents (such as the Long-term Plan of FM MU, preferred research areas). - MU Code of Ethics. - Publication ethics, co-authorship, intellectual property and plagiarism. - Dissemination of research results and Open Access policy. - Process of complaining about discrimination and unethical behaviour. - Information about working conditions. - Internal processes setting.	1,2,3,4,5, 8,10, 24,31,32, 34,36,37	Pilot Study - 4.Q 22 Implementation - 4.Q 24	Office for Quality, Personnel Office, HREx WG	Documents for each relevant group of employees: • Description of the adaptation process • Adaptation guide and check-list • List of mandatory and recommended training within the adaptation
8. EDUCATION AND DEVELOPMENT Creation and implementation of a Faculty system of education and development incl. funding rules that will contain: - Language competencies for teaching in EN programmes. - Language competencies for the Dean's Office employees. - Academic writing, publishing skills and ethics. - Project standards and management. - Managerial skills. - Evaluation system training. - OTM-R training. - Set of adaptation training. - Implementation of an e-learning tool. - Creation and regular updates of a refresher course of ethical and	2,3,5,7,8, 9,10, 11,13,14, 27,31,32, 33,34,36, 37,38,39, 40	Pilot Study - 4.Q 22 Implementation - 4.Q 25	Personnel Office, Office for Quality, HREx WG	• Employee development and training system (document) • Number of implemented trainings • Number of trained persons • Number and list of newly created e-courses

professional aspects, data and IT security. - Training for PGS supervisors.				
9. RECRUITMENT AND SELECTION PROCESS (OTM-R) - The establishment of an Internal Faculty OTM-R guideline (IRG) for setting out clear OTM-R procedures and practices for SP of all types of positions in line with a new MU OTM-R policy and revised MU Competitive Hiring Process Code and professional requirements of the University Hospitals. - Publishing of a new MU OTM-R policy and revised MU Competitive Hiring Process Code. - OTM-R quality control system. - New templates for advertising vacancies. - (e)course for the people responsible for conducting the SP. - The revised system of roles and positions with the specifications of the required professional competencies. - HR marketing strategy.	8,10, 12,1 3,14, 15,1 6,17, 18,2 0,27	Pilot Study - 1.Q 22 Implementation - 4.Q 22	Personnel Office, Office for Quality, HREx WG	• Internal Faculty OTM-R guideline (document, weblink) • Faculty roles and positions system (document) • HR marketing strategy (document) • IRG quality control system (document, checklist) • e-learning of MU OTM-R policy and IRG (weblink) • Number of persons trained in MU OTM-R policy and IRG
10. EVALUATION SYSTEM Setting up a system of regular performance evaluation to support the development of the workplace, the performance of employees, clarification of priorities and expectations, career development following strategy. That will include: - Assessment of the pilot evaluation. - Interconnection of the different evaluation systems. - Criteria for employees in leadership positions. - Regular evaluation of PGS supervisors. - Training of evaluators and administrators.	10,1 1,33, 36,3 9	Pilot Study - 4.Q 22 Implementation - 4.Q 25	Office for Quality, Personnel Office, Vice-Dean for Research, HREx WG	• Internal evaluation methodology for different types of workplaces - document • Number of workplaces with an implemented evaluation system • Number of evaluated employees • Number of implemented trainings of evaluators and administrators

- Emphasis on the customer-friendly approach of support staff. - Revision of the EVAK system in the area of teaching.				
11. REMUNERATION - Setting up a transparent system for allocating performance premiums and bonuses following the priorities of FM MU (linking to a regular performance evaluation). - Setting the methodology for the determination of a teaching load. - Internal Grant Agency (InGA) FM MU – adjustment of conditions for financial support of researchers to bridge the period between grants.	25,26	Pilot Study - 4.Q 22 Implementation - 4.Q 25	Office for Quality, Personnel Office, Dean, Vice-Dean for Research, HREx WG	• Methodology for allocating performance premiums and bonuses (document) • Implementation of the methodology - list of positions and number of employees • Methodology for determining the degree of teaching load (document) • Number of supported persons
12. FUNDING - Elaboration of budgetary rules of individual workplaces and research groups so that it is possible to manage resources for personnel costs and support of research groups – rules of dividing the costs into personnel and operating costs, an analysis of costs for individual workplaces and, subsequently, taking into account of the balance of the workplaces – budget, resources from workplace activities (teaching, research, projects, etc.) and its costs, incl. the use of its infrastructure. - Strengthening of programmes supporting junior positions - methods of funding postdoc positions and development of tools for career advancement incl. conditions for compulsory mobility.	26	Pilot Study - 4.Q 22 Implementation - 4.Q 23	Faculty Bursar, Vice-Dean for Research, HREx WG	• Methodology of budgetary rules of workplaces and research groups (date of update) • Number of supported junior researchers • Weblink
13. MOBILITY Establishing rules, evaluation and support of mobility:	16,18,23,	Pilot Study - 4.Q 21	Office for Quality, Personnel	• Internal Faculty OTM-R guideline

- Within the realisation of selection procedures according to the OTM-R methodology. - Interdisciplinary mobility – the creation of a database of Faculty research groups. - Organising interdisciplinary workshops. - Support for virtual mobility and technical equipment of employees. - Sabbatical leave – the creation of rules for workplace support in the use of the leave. - Support of foreign mobility of PhD students and other employees (support of workplaces during the internship, methodology of financing mandatory internships of PGS-employees, revision and development of bilateral agreements).	24,29,36	Implementation - 4.Q 22	Office, Vice-Dean for Research, HREx WG	(document, weblink) • Database of research groups (weblink) • Internal methodology for Sabbatical Leave (weblink) • Number of supported persons in IT equipment for virtual mobility • List of measures implemented to support foreign mobility
14. TEACHING: - Increasing the prestige of teaching by setting up a new system of career paths and career development. - Establishing the methodology for determining of a teaching load. - Increasing awareness about the possibilities of developing pedagogical competencies. - Support of targeted development of language competencies for teaching in EN programmes. - Strengthening graphic design services. - Digitalisation of the agendas connected to teaching. - Design of a new form and content of the Course opinions pool. - Setting up a system of evaluation interviews incl. revision of the EVAK system in the area of teaching.	26, 33	Pilot Study - 4.Q 22 Implementation - 4.Q 25	Office for Quality, Vice-Deans for Studies, HREx WG	• Career path system (weblink) • Methodology for determining the degree of teaching load (document) • List of implemented measures • Weblink • Number and list of electronic agendas • Course opinion poll innovation • Number of workplaces with an implemented evaluation system • Number of evaluated employees

15. OPEN ACCESS A PUBLIC ENGAGEMENT - Increasing the international visibility of research results of FM MU (R&D website). - Addition of information about dissemination of research results and OA to the Faculty website. - Setting up the adaptation process for all new employees, incl. training in the dissemination of research results and OA. Creation of an adaptation guide. - Refresher training for PGS supervisors. - Support for academic writing skills for R1 and R2, mentoring. - Strengthening the support of graphic design services for teaching and scientific presentations. - Implementation of the HR4MU II project outputs.	8,9	Pilot Study - 4.Q 21 Implementation - 4.Q 23	Office for Quality, HREx WG	• Weblink • List of mandatory and recommended training within the adaptation • Number of trained supervisors • List of implemented measures
16. ETHICS - Mandatory familiarisation of all employees with the MU Code of Ethics. - e-course: MU Code of Ethics. - Creation and regular updates of a mandatory refresher course of ethical and professional aspects (esp. for supervisors, PI, RGL and grant applicants). - Spreading awareness about the use of Research ID. - Adding information about plagiarism to the Faculty website. - Implementation of the outputs of the *project Interdisciplinary Support of Ethics in Research (INSURE 2020-23).* - Implementation of the outputs of the MU project *Improving the Prevention of Plagiarism in Student Work.*	1,2,3 ,10,2 2,34	Pilot Study - 4.Q 23 Implementation - 4.Q 25	Office for Quality, Personnel Office, Head of Departme nt of Medical Ethics, HREx WG	• Percentage of employees with confirmation in the IS • e-course on the MU Code of Ethics and the number of trained persons • Number of trained persons • Weblink • List of implemented measures • Number of R with Research ID
17. GENDER 1. Analysis of the causes of loss of women during career advancement and formulation of	27	Pilot Study - 2.Q 22	Office for Quality, Office for Strategy	• Final report of the analysis (document)

targeted support policy incl. preparation for the formulation of the Gender Equality Plan. - Furnishing the Faculty premises to fit the needs of parents with small children. - Raising awareness of the issue of equal representation among employees, e.g. targeted promotion of the achievements of women scientists. - See section OTM-R for further measures.		Implementation - 4.Q 22	and Public Relations, HREx WG	• List of implemented measures • Weblink • For more, see the OTM-R section • Number of involved workplaces
18. OCCUPATIONAL HEALTH AND SAFETY - Revision of the process of checking compliance with the rules of occupational safety at theoretical institutes. - Audit of needs concerning increasing the personal safety of employees, a proposal, and implementation of measures.	7,23	Pilot Study - 2.Q 21 Implementation - 4.Q 21	Faculty Bursar, HREx WG	• Inspection process review report (document) • Audit report (document) • List of implemented measures
19. TRANSLATIONS INTO ENGLISH - Translation of documents, trainings and websites into EN.	2,3,4,5,6, 8,9,10,13, 14,23,24, 25,26,28, 31,32,33, 34,35,36, 37,38,39	Translation of current documents, training and websites - 4.Q 23 Translation of new documents, training and websites - 4.Q 25	Office for Quality	• List of translated documents • Weblink
20. HRS4R EMPLOYEE SURVEY 2025	all	2.Q 25	Office for Quality, HREx WG	•HRS4R Employee Survey Final Report

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.

(free text, 1000 words maximum)

Faculty recruitment rules and methods still require some improvements. There is [University recruitment regulation](#) in place, covering the majority of the OTM-R principles, fully followed for recruitment of academic positions, and partially for non-academic positions. It is, however, perceived as rather general framework document missing details from the OTM-R perspective.

The establishment of the University OTM-R policy and new University Competitive Hiring Process Code will require a solution at the university level. Therefore it was agreed that these activities would be implemented in cooperation with the MU Rector's Office and the other faculties based on the [proposed implementation plan](#) . The activities, newly created documents and experiences of two university workplaces (the [Faculty of Science](#) and [CEITEC](#)) that are already in the 2nd year of the HRS4R implementation process, will be taken into account.

Based on outcomes from the analysis performed in the OTM-R Checklist (Template 3), we agreed to implement the following actions, which are also part of the Action plan:

• Publishing of a new MU OTM-R policy and revised MU Competitive Hiring Process Code at the Faculty website in a Czech and English version incl. newsletter for all employees with a weblink.

• The establishment of an **Internal Faculty OTM-R guideline (IRG)** for setting out clear OTM-R procedures and practices for SP of all types of positions in line with a new MU OTM-R policy and revised MU Competitive Hiring Process Code (document and weblink) and professional requirements of the University Hospitals.

• Publishing IRG in the Czech and English versions at the Faculty intranet (available to staff involved in the SP)

• **IRG will include:**
- a list of mandatory and recommended local and foreign portals for position advertising
- criteria for the positions for compulsory advertising at Euraxess
- requirements for gender balance in all selection committees
- requirements for the expertise and competence of the selection committees members
- process of statistical evaluation of the composition of selection committees in terms of gender balance
- description of the process of evaluating professional competencies, experience and personal qualities in a way that will lead to the selection of the most suitable candidate.
- description of the process of providing feedback to individual candidates incl. the possibility and procedure of filing a complaint about a selection process course or results.
- description of the process of getting and evaluating feedback from applicants (including the question regarding administrative burden) in the form of an e-questionnaire sent to the applicants after the conclusion of the SP.
- procedures for resolving and monitoring complaints about the results of the SP
- setting up a system monitoring the quality of the SP and their compliance with the OTM-R methodology

• IRG will be linked to the relevant information included in the job advertisements (for example the RCSP, the GDPR, the Career Code, the Internal Wage Regulations, etc.)

• IRG will also include setting up of a **quality control system and checklist** monitoring advertised positions, the quality of candidates and the trend in the number and the percentage of:

- positions advertised at foreign portals
- positions advertised at each portal
- positions advertised at Euraxess
- positions advertised on social networks
- foreign applicants
- applicants applying through advertising in Euraxess
- applicants from outside the FM MU
- applicants from underrepresented groups their success rate during the selection process
- members of selection boards (qualification, gender etc.)
- complaints about the results of the SP
- persons trained in OTM-R and IRG

• Setting up of **new templates** for advertising vacancies ensuring that they are unified for all workplaces and contain all the information that can persuade external candidates to apply

• Implementation of revised e-application JOBS.MU to speed up and streamline the recruitment process and its evaluation (in cooperation with the MU Rector's Office).

• (e)course for the people responsible for conducting the SP (as specified in the IRG) incl. the members of selection committees

• Development of language competencies of the Dean's Office employees

• Internal publishing of the possibilities and rules for funding of science and research activities and employee remuneration

• System of roles and positions (document) - The revised system of positions will include the specifications of the required professional competencies and personal qualities for all academic positions.

• HR marketing strategy (document)

The **Faculty Working group for OTM-R**, which will include the head of the personnel department, HR Award manager and representatives of researchers, will provide these activities for OTM-R. The group will be gender-balanced and composed concerning the representation of stakeholders. The **HR Excellence Working group (HREx WG)** will discuss newly created processes and documents and oversee the entire process. The **Steering Committee (SC)** will approve key final documents. The deadline for the creation of the methodology and relevant documents is 1Q of 2022.

Implementation will take place in direct connection with the creation and approval of the relevant documents. Implementation will begin at theoretical institutes and then continue at clinics. The implementation will be supported by a new position of **Faculty HR specialist for OTM-R**. Concerning

the number and diversity of workplaces, the realistic deadline for completion of embedding is **the end of 2022.**

The effectiveness of recruitment and selection procedures will be regularly monitored and evaluated within the newly set **quality control system**. The process of creating and implementing OTM-R will be continuously monitored by HREx WG and quarterly supervised by SC. The fulfilment of the indicators will be evaluated within the planned internal assessment at the end of the first implementation period (4Q 2022). These indicators are:

- Internal Faculty OTM-R guideline (document, weblink)
- Faculty roles and positions system (document)
- HR marketing strategy (document)
- IRG quality control system (document, the checklist)
- e-learning of MU OTM-R policy and IRG (weblink)
- Number of persons trained in MU OTM-R policy and IRG

Revision and setting of new goals and indicators for the second implementation period 12/2022 - 11/2025 will be part of the internal assessment at the end of 2022.

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: Currently, there is not such a website. OTM-R principles are partially implemented in [MU Regulations on Competitive Selection Procedures](#)

4. IMPLEMENTATION

General overview of the expected implementation process:

(free text, 1000 words maximum

The Faculty perceives the HR Award certification as a European quality mark of the institution's research environment which guarantees the standardisation of processes, respect for principles and support of the Faculty research internationalisation.

To ensure these standards, the long-term process of cultivating of the Faculty environment and internal processes have started. That is also enshrined in a newly created University and Faculty strategic documents for the period 2021-28. The Faculty key priorities are:

- Enhancement of working conditions and career development
- Inspiring international environment for science and teaching
- High quality internationally competitive doctoral studies
- Cultivation of internal culture, communication and HR processes (especially OTM-R)
- Long-term sustainable, international, prestigious and transparent environment

For a good understanding of the Faculty HRS4R Gap Analysis, Action Plan and proposed implementation process, it is essential to understand the positioning of the Faculty within the [Masaryk University](#).

The Faculty was established in 1919 in Brno city as one of the current ten MU faculties. MU, the second-largest University in the CR, is a public institution. 30.500 students are studying in 400 programmes. The University has more than 5.000 employees.

FM is governed by the University extensive framework regulations and strategies, having its operating procedures built on the university regulations. The Faculty is autonomous in selecting priorities and research activities.

The Faculty is a complex research-oriented institution consisting of [70 theoretical departments and clinics](#). It is an autonomous economic unit, funded from the state budget (according to the number of students, scientific and teaching results, graduation rate, and other criteria) and project financing.

The Faculty is located in a newly built modern university campus Brno-Bohunice, shared with Faculty of Science MU, CEITEC and Faculty of Sports Studies MU. Teaching and research also take place at the shared workplaces of the three hospitals ([University Hospital Brno](#), [Masaryk Memorial Cancer Institute](#), [St. Anne's University Hospital](#)).

The HRS4R at the MU is fully aligned with the [MU Strategic Plan](#). In 2018 it was decided to start the HR Award process the [Faculty of Science](#) and [CEITEC](#), as a pilot project. Now they are already in the 2nd year of the implementation process and serve as advisors to other MU faculties, that follow the process now.

Some activities of the [FM MU action plan](#) will require a solution at the university level. Therefore it was agreed that these activities would be implemented in cooperation with Rector's Office MU and the other faculties based on the [proposed implementation plan](#). These issues were regularly discussed in detail at the MUNI HR Award Managers Working Group meeting and in the Vice-rector (for personnel and academic affairs of the MU) discussion platform during 2020. The outputs from the discussions were incorporated into MU Strategic Plan for 2021-28. These activities are:

- OTM-R policy and the revision of the University Selection Procedure Regulations
- Onboarding process update and automatisation via e–application
- Framework of principles for career development
- Talent management policy
- Platform for employees training
- Employee performance evaluation system revision
- Revision of PGS standards
- Code of Ethics revision
- Open Access and Open Data strategy
- Gender policy

During the first implementation period, trips to leading local and foreign universities are planned. These are already the HR Award holders or, thanks to the high-quality setting of internal processes, they can be a model and inspiration for FM MU.

Implementation of HRS4R is a FM MU strategic priority. There is a newly established Quality Department lead by Vice-Dean for Science, that is responsible for the agenda of HR Award, Open access, international PGS. Significant changes have been implemented during the process of HR Award certification preparation. The following activities were implemented in 2020:

- Language support for publishing activities
- Support for the development of pedagogical competences
- Research Group Institute
- R&D forum as a platform for discussion
- PhD Handbook
- PhD Day
- Children's group

Implementation of a Faculty Action plan is divided into two periods: the first one from 12/2020 to 12/2022 and the second one, after the Interim Assessment and revision of the HRS4R Action Plan, from 12/2022 to 12/2025.

The HR Award Working Group will be transformed into the HR Excellence Working Group. The composition of this group will be revised to cover the entire spectrum of stakeholders at the FM, academics and researchers at various career levels (R1 - R4). This group will be gender-balanced and will provide implementation support.

HREx WG members will be responsible for their thematic working groups, which will work to meet the AP sub-objectives. These groups will participate not only in the new guidelines and regulations creation but also in the implementation of changes. They will inform HREx WG about the progress at regular meetings every two weeks. HREx WG members will monitor, discuss and evaluate the outputs of the thematic working groups.

HREx WG proposals will be submitted to the research community in the internal R&D online focus group, and at the regular R&D forum (platform for discussion about R&D needs).

HREx WG will measure the AP progress quarterly based on the set of key performance indicators and the detailed Gantt chart. The HR Award Manager will quarterly inform the SC about the implementation progress at the Faculty extended Dean's Board meetings.

The critical final documents will be submitted to the SC and the Academic Senate for discussion and approval. The Action Plan and HRS4R strategy, published on an easily accessible location of the Faculty website, will be quarterly updated.

A comprehensive evaluation of the AP implementation (timeline and indicators) will be part of the Internal Review for Interim Assessment at the end of the first implementation period (4.Q

2022). The Revised AP will arise from the revision and set of new objectives and indicators for the second implementation period 12/2022 - 11/2025.

A questionnaire survey (HRS4R Employee Survey) among Faculty employees will be conducted before the end of the second Implementation Phase (2025). The outputs will become the basis for Improved AP 12/2025 - 11/2028.

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
1. How will the implementation committee and/or steering group regularly oversee progress?	The task of the Steering Committee at LF MU will be to regularly monitor the implementation of the AP, discuss the outputs, agree on crucial documents, and actively support the entire process and embedding of the activities.
	The composition of the Steering Committee, which will oversee the project progress, will be the same as in the GAP and AP development phase. SC members are employees from the extended management of the Faculty, incl. the Dean, all Vice-Deans and representatives of the Academic Senate, and students. SC meetings will be held regularly quarterly as part of regular faculty management meetings.
	The HR Award Manager will continue to inform the SC about the implementation process according to the electronic updates of the AP Gantt chart and the fulfilment of individual AP indicators (quarterly reviews). At the same time, the partial outputs, for which the approval of the management is necessary, will be submitted.
	HR Award activities have generous support at the university and faculty level. They are significantly taken into account in the newly emerging strategic plans of the University and the Faculty for the years 2021-28.
	The Internal Review for Interim Assessment, a comprehensive evaluation of the implementation of the Action Plan (timeline and indicators) will take place at the end of the first implementation

| | period in 4.Q2022. A Revised Action Plan 2022-2025 will be created.

The HRS4R Employee Survey among Faculty employees (similar as for the creation of the GAP analysis) will be implemented at the end of the second Implementation Phase (2025).

The outputs will be incorporated into the final report and will become the basis for Improved Action Plan 12/2025 - 11/2028. |
|---|---|
| 2. How do you intend to involve the research community, your main stakeholders, in the implementation process? | The research community, academic and researcher staff at various levels (R1 - R4) from theoretical and clinical workplaces will be part of the HR Excellence Working Group (HREx WG), that will be gender-balanced. The nominated employees will be contacted and invited to cooperate by the group chairman. HR Excellence WG composition will be revised and supplemented by the Steering Committee to cover the entire spectrum of the Faculty stakeholders.

Selected members of the HREx WG will lead their thematic working groups, which will work to meet the sub-objectives and indicators of the AP. The research community will be represented in all these groups and will participate not only in the development of new regulations, guidelines and other documents but also in the implementation of changes in practice. They will regularly inform HREx WG about the progress of work at regular meetings every fortnight. Members of HR Excellence WG will thus monitor, discuss and evaluate the outputs of partial thematic working groups.

Proposals and outputs of the HREx WG work will be presented and discussed by the research community in an internal R&D online group, as well as on a regular R&D forum, held in person twice a year, in the spring and autumn semesters. Feedback will be collected and recorded. |

	(R&D online group is an internal Sharepoint group for active employees for involvement, sharing news and discussion).
	(R&D forum is the communication platform open to all employees designed to engage in the discussion of R&D current needs and long-term direction of the Faculty and will be used as Research Focus Group).
	The Sharepoint shared library for HREx WG members and their communication, storage of working documents and minutes of meetings will continue to be maintained.
	The final documents will be submitted to the SC and the Academic Senate for discussion and approval (or expression of support). Both of these bodies are mostly made up of the research community members.
	The Action Plan and HRS4R strategy published on an easily accessible location of the Faculty website will be regularly quarterly updated.
	All employees will be informed about crucial documents and changes via eNews.
3. 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.	Some of the organisational policies and activities of AP HRS4R LF MU will require a solution at the university level. Working group HR Award managers MUNI discussed these issues in detail during 2020 in regular meetings. Vice-rector for personnel and academic affairs MU has also opened a discussion platform for deans and vice-deans of all faculties. The outputs from the discussions were incorporated into the content of the MU Strategic Plan for 2021-28, which is now being finalised.
	Work on the content of the Faculty Long-term Plan for 2021-28 was started in the autumn of 2020. This will define in more detail the goals at the level of the Faculty in connection with the university strategic document. Vice-dean for Research, PhD. Studies and Institutional Development and Head of HR Award WG and HR Award Manager participate

	in the creation of its content. The activities and goals of the Faculty HRS4R Action Plan 2021–25 will be incorporated because HRS4R is recognised as the overarching long-term Faculty HR policy.
4. How will you ensure that the proposed actions are implemented?	In close cooperation with the HREx WG, the HR Award Manager will monitor, discuss and evaluate the outputs of the thematic working groups and monitor the implementation of the individual tasks of the action plan. Researchers are part of all working groups and will themselves participate in the creation and implementation. The HR Award Manager will quarterly inform the SC about the implementation process according to the electronic updates of the AP Gantt chart and about the fulfilment of individual AP indicators (quarterly reviews). The task of the Steering Committee at FM MU will be to regularly monitor the implementation of the AP, discuss the outputs, agree on crucial documents, and actively support the entire process and embedding of the activities. The key activities and goals of the Faculty HRS4R Action Plan 2021–25 will be incorporated into the Faculty Long-term plan for the years 2021–28.
5. How will you monitor progress (timeline)?	HR Excellence working group shall be responsible to the Faculty management and SC for the oversight, development, evolution and implementation of the Faculty HRS4R Action Plan, including corrective measures in case of delays, obstacles or changes in circumstances. This HREx WG will quarterly monitor the Action Plan progress and timeline based on the set of key performance indicators and the detailed HRS4R Action Plan Gantt chart.
6. How will you measure progress (indicators) in view of the next assessment?	HREx WG will measure the Action Plan progress quarterly based on the set of key performance indicators and the detailed Gantt chart. Activities, the indicators of which are determined numerically, will be compared with the current

| | situation. The creation of the relevant document will clearly fulfil indicators defined as brochures, training, methodologies. |
| | The degree of fulfilment of the AP indicators will be colour marked in the Gantt chart. |

Additional remarks/comments about the proposed implementation process:

(free text, 1000 words maximum)
PRACTICAL INFORMATION:
* Full list of regulation documents and websites – internal document accessible to EC Team from the Online tool.
* Faculty HR Award website
* Faculty of Medicine MU details
* HR Strategy of the Faculty of Medicine MU (Gantt Chart)
* Final report from the Faculty questionnaire survey
* MU Strategic Plan and Proposed Actions for HR Award
* Proof of expression of support by the Academic Senate (meeting minutes).
* Proof of approval of HR Award documents by Steering Committee (meeting minutes).
* List of abbreviations.
NOTE TO TEMPLATE 2 - GAP ANALYSIS – FIELD "INITIATIVES UNDERTAKEN":
In the column "Initiatives undertaken" we have, described the current practice ("Current status"). Supporting documents and websites are part of the column GAPs due to the limitation of the number of characters in the column "Initiatives undertaken".