

TEMPLATE 1 – GAP ANALYSIS - PROCESS

Case number: 2019CZ471956

Name Organisation under review: Masaryk University – Faculty of Medicine

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PROCESS

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. ¹ These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4², as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide the name, the position and the management line/ department of the persons who are directly or indirectly engaged in the HRS4R process in your organisation:.

Name	Position	Management line/ Department
prof. MUDr. Martin Repko, Ph.D.	Dean	Faculty of Medicine
SC Chair	Head of department (R4)	Department of Orthopedic Surgery, institution shared with the Faculty Hospital Brno
prof. MUDr. Tomáš Kašpárek, Ph.D.	Vice-Dean for Research, PhD. Studies and Institutional Development	Faculty of Medicine
SC member		
WG HR Award Chair	Head of department (R4)	Department of Psychiatry, institution shared with the Faculty Hospital Brno

prof. MUDr. Kateřina Kaňková, Ph.D. SC member	Vice-Dean for Studies in General Medicine (Yrs 1 - 3) and Admission Procedure	Faculty of Medicine
	Head of department (R4)	Department of Pathophysiology, institution shared with the Faculty Hospital Brno
prof. MUDr. Jaroslav Štěřba, Ph.D. SC member	Vice-Dean for Professional Education and External Affairs	Faculty of Medicine
	Head of department (R4)	Oncology, institution shared with the Faculty Hospital Brno
	Director	University Hospital Brno
prof. MUDr. Lydie Izakovičová Hollá, Ph.D. SC member	Vice-Dean for Studies in Dentistry	Faculty of Medicine
	Head of department (R4)	Department of Stomatology, institution shared with the Faculty Hospital Brno
prof. MUDr. Zdeněk Kala, CSc. SC member	Vice-Dean for Qualifications Development and Academic Affairs	Faculty of Medicine
	Head of department (R4)	Department of Surgery, institution shared with the Faculty Hospital Brno
prof. MUDr. Petr Štourač, Ph.D. SC member	Vice-Dean for Development and Studies in General Medicine (Yrs 4 - 6)	Faculty of Medicine
	Head of department (R4)	Department of Paediatric Anaesthesiology and Intensive Care Medicine, institution shared with the Faculty Hospital Brno
	Director	Simulation Centre (Center for Clinical Competence Development)
prof. PhDr. Andrea Pokorná, Ph.D. SC member WG HR Award member	Vice-Dean for Healthcare Study Programmes and Information Technology	Faculty of Medicine
	Head of department (R4)	Department of Nursing and Midwifery, institution shared with the Faculty Hospital Brno

doc. MUDr. Lubomír Křivan, Ph.D. SC member	Vice-Dean for International Affairs and International Students	Faculty of Medicine
	Associate professor (R3)	Department of Internal Cardiology Medicine, institution shared with the Faculty Hospital Brno
Mgr. Jana Fialová, Ph.D. SC member	Vice-Dean for Student Affairs	Faculty of Medicine
	Assistant professor (R2)	Department of Public Health, institution shared with the Faculty Hospital Brno
Ing. Michal Sellner SC member WG HR Award member	Faculty Bursar	Faculty of Medicine
	Head of department	Administration Office, Faculty of Medicine
prof. MUDr. Miroslav Souček, CSc. SC member	Vice-chair Academic Senate FM	Faculty of Medicine
	Head of department (R4)	II. Department of Internal Medicine, institution shared with St. Anne's Faculty Hospital
Mgr. Natália Antalová SC member	Students' Chamber member of the Academic Senate	Faculty of Medicine
	PhD student (R1)	Hygiene, Preventive Medicine and Epidemiology, Faculty of Medicine
Ing. Jitka Blažková SC member	Division head	Office for Development and Project Support, Faculty of Medicine
	Project director	Simulation Centre
Mgr. Ondřej Dostál, Ph.D. SC member	Head of department	Office for Strategy and Public Relations, Faculty of Medicine
doc. MUDr. Břetislav Lipový, PhD., MBA WG HR Award member	Department vice-head (R3)	Department of Burns and Plastic Surgery, institution shared with the Faculty Hospital Brno

doc. PharmDr. Jana Rudá, Ph.D. WG HR Award member	Associate professor (R3)	Department of Pharmacology, Faculty of Medicine
doc. RNDr. Sabina Ševčíková, Ph.D. WG HR Award member	Associate professor (R3)	Department of Pathophysiology, Faculty of Medicine
doc. RNDr. Petra Bořilová Linhartová, Ph.D., MBA WG HR Award member WG HR Award managers MUNI member	Associate professor (R3)	Department of Pathophysiology, Faculty of Medicine
	Associate professor (R3)	Department of Stomatology - Institution shared with St. Anne's Faculty Hospital
MUDr. Tomáš Andrašina, Ph.D. WG HR Award member	Assistant professor (R2)	Department of Radiology and Nuclear Medicine – Institution shared with the Faculty Hospital Brno
Mgr. Lukáš Čajánek, Ph.D. WG HR Award member	Assistant professor (R2)	Department of Histology and Embryology, Faculty of Medicine
Mgr. Jan Křivánek, Ph.D. WG HR Award member	Assistant professor (R2)	Department of Histology and Embryology, Faculty of Medicine
	Assistant professor (R2)	Department of Stomatology - Institution shared with St. Anne's Faculty Hospital
MUDr. Tomáš Rohan WG HR Award member	PhD Student (R1)	Imaging Methods and Medical Physics, Faculty of Medicine
	Part-time cooperation	Department of Radiology and Nuclear Medicine - Institution shared with the Faculty Hospital Brno
MUDr. Jan Kocanda WG HR Award member	Assistant professor	Department of Orthopedic Surgery - Institution shared with the Faculty Hospital Brno
	PhD Student (R1)	Surgery and Reproductive Medicine, Faculty of Medicine
Ing. Ivana Janáčková	Head of department	Personnel Office, Faculty of Medicine

WG HR Award member		
Mgr. Bc. Michal Koščík, Ph.D.	Head of Department	Legal Office, Faculty of Medicine
SC member WG HR Award member Legal analysis team	Head of Department	Department of Public Health, Faculty of Medicine
Mgr. Gabriela Tomašíková	HR specialist	Personnel Office/Office for Quality, Faculty of Medicine
WG HR Award member WG HR Award managers MUNI member		
Mgr. Petra Voráčová, MBA	HR Award Manager	Personnel Office/Office for Quality, Faculty of Medicine
WG HR Award Manager WG HR Award managers MUNI member		

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4³, as well as appoint a Committee overseeing the process and a Working Group responsible for the implementation of the HRS4R process.

The term 'Human Resources' is used in the largest possible sense, to include all researchers (Frascati definition: Proposed Standard Practice for Surveys on Research and Experimental Development, Frascati Manual, OECD, 2002) disregarding the profile, career level, type of contract etc. etc.

For a description of R1-R4, see

<https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors>

Provide information on how the above groups were involved in the GAP-analysis:

*Stakeholder group	*Consultation format	Outcomes
All academic and Research	Online questionnaire Newsletters	Faculty newsletters in March 2020 informed employees about the importance of participating in the questionnaire survey and the purpose of collecting this data and led to a

employees of FM MU	R&D forum Faculty HR Award website	<p>website with all information and news in the HR Award process at the faculty.</p> <p>Participation and discussion in the R&D forum (meeting for innovations in science and research at the FM MU), which was newly implemented by WG HR Award for the presentation and discussion of current topics esp. connected with HRS4R and is accessible to all employees.</p> <p>Faculty HR Award website with information about the process, contacts to HR Award team and news.</p>
Heads of the Departments	63 Meetings	<p>Familiarisation with the HRS4R strategy, support for the dissemination of awareness in the entrusted department, discussion of the current state and the needs of the workplace for the creation of Gap analysis.</p> <p>Discussion on the results of the Questionnaire survey.</p>
Focus groups R1 - R4	43 Meetings on workplaces	<p>Active contribution to the development of the GAP analysis based on close discussions with R1-R4 researchers in their departments. Identification of gaps in working, teaching and research conditions.</p>
Working group HR Award FM MU (WG HRA FM MU)	Regular weekly meetings and consultations (6/2019 - 10/2020)	<p>Working group was compiled that all stakeholder groups are represented in terms of seniority (R1-R4), type of workplace (theoretical workplaces, clinics and support staff) and concerning gender balance.</p> <p>Members of the Working Group, including representatives of all levels of seniority of the faculty and the HR department, were nominated and actively contributed to the development of the GAP analysis and all activities which belongs to the HR Award process.</p> <p>In cooperation with the working group, the questions set out in the online questionnaire concerning the individual principles and needs of the faculty as a basis for a GAP analysis.</p> <p>Creation and implementation of changes have been resolved on an ongoing basis during the preparation of HR Award process:</p> <ul style="list-style-type: none"> • language support for publishing activities,

		<ul style="list-style-type: none"> • support for the development of pedagogical competences, • a formalisation of the Research Group institute, • R&D forum • creation of the PhD Handbook, • PhD Day • establishment of the Children's Group.
Legal analysis team	Meetings	The current legal status, identification of necessary documents, directives and laws, a description of the performance of the legislative framework of the principles and identify the steps required to comply with HRS4R strategies.
Steering committee FM MU	<p>Guarantee and management of the HRS4Rprocess</p> <p>Transfer of information</p> <p>Regular meetings in six weeks basis</p>	<p>Support to the HRS4R process. Members of SC are continuously informed about the obtained data, discuss partial outputs from focus groups and approve the content of the GAP analysis and participate in the creation of the content of the action plan.</p> <p>In the spring of 2020, beyond the regular schedule, three extraordinary SC meetings were held to discuss the content of the action plan.</p>
R&D online group	On-line discussion and information platform	Internal SharePoint group for active employees as a community for involvement, sharing news and discussion.
R&D forum	Meeting	New communication platform open to all employees designed to engage in the discussion of R&D current needs and long-term direction of the Faculty.
Academic Senate	Meeting	Discussion of the GAP analysis results and AP proposals, support for the involvement of the FM MU in the HR Excellence in Research Award process.
Working group HR Award managers MUNI	<p>Regular meetings</p> <p>Educational workshops</p> <p>Cooperation on intersecting themes</p>	Methodological, educational and information support from Rector's Office MU for HR Award managers of each faculty involved in the process. They share experiences and cooperate on solving problem areas. Linking with the university strategy and setting the uniformity of necessary steps at the university level.

		<p>Regular meetings take place every 1-2 months until 04/2019. Rector's Office and WG HR Award managers MUNI regularly shares important documents and actualities that happen at the university level and are important for HR Award activities. If necessary, individual meetings and consultations took place.</p> <p>Rector's Office organises regular personal and online educational workshops with experts who help HR managers obtain information about best practices, such as EC evaluators, Community for Change, HR managers of Czech HR Award holders and other important communities. So far, 10 of these workshops have taken place, which FM MU participated.</p> <p>2-5 academic members of WG FM MU regularly participated in educational workshops and then transferred information to WG FM MU meetings.</p> <p>Rector's Office also shared invitations to events organised by various institutions and communities, which focused on beneficial topics. HR managers participated independently and subsequently transferred information with each other at WG HR Award managers MUNI.</p>
<p>Vice-rector for personnel and academic affairs MU discussion platform</p>	<p>Regular meetings Cooperation on intersecting themes</p>	<p>A platform for discussion and cooperation of MU faculties in the field of personnel policy. Deans of faculties and vice-deans for personnel and academic affairs, MU Personnel Management Office Director, are invited to regular meetings every 2 months. The aim is to deepen awareness and cooperation on intersecting HR themes and the alignment of organisational policies with the HRS4R. At the meetings in 2020, the integration of goals and activities of HRS4R of individual faculties in the organisation's research strategy and into the content of the emerging MU Strategic Plan 2021-28 was discussed. HRS4R is recognised as the overarching MU HR policy.</p> <p>On behalf of FM MU, 3 people regularly attend these meetings; Vice-Dean for Research, PhD. Studies and Institutional Development and Head of HR Award WG, Vice-</p>

		Dean for Qualifications Development and Academic Affairs and HR Award Manager.
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Please describe how was appointed the Committee overseeing the process:

Free text 200 words maximum

In September 2018, the university management decided to get involved in HRS4R effort. Faculties are involved individually with central university support. FM MU SC copies the composition of the extended faculty management; it corresponds to the representation of stakeholders. The FM MU Dean sent the Endorsement letter in December 2019.

The task of the SC at FM MU is to supervise the processes, discuss the outputs, agree on key documents, actively support the process and the implementation of activities. HR Award activities have generous support at the university and faculty level.

SC was continuously informed by the HR Award manager on regular meetings once every six weeks from 5/2019. In spring 2020, three extraordinary SC meetings were also held to discuss the content of the Action Plan.

The final GAP and AP documents were submitted to the SC and the Academic Senate in 9/2020. Members of both faculty bodies had a month to comment, with the possibility of individual consultations. Documents were approved at [Management meeting/SC on October 19 2020](#). At the October meeting, the [AS announced that it took note of the documents and expressed its support](#). SC separately approved the [Implementation Plan on November 30 2020](#).

Please describe how was appointed the Working Group responsible for the implementation of the HRS4R process:

Free text 200 words maximum

In May 2019 was established the basic composition of [Working Group](#) HR Award FM MU (WG). Members of faculty management, Head of Personnel Office and HR Award manager were nominated and was agreed on the form of cooperation and the roles of individual WG members.

Vice-Dean for Research, PhD Studies and Institutional Development FM MU was entrusted with the presidency and composition of WG in cooperation with HR Award Manager. [SC members](#) nominated employees to the WG, to cover the entire spectrum of FM MU stakeholders. The nominees were approached and invited to cooperate.

Role of the WG was to prepare and implement steps of creating a GAP analysis and a follow-up Action Plan, regularly submit its outputs to the SC and cooperate with individual groups at the faculty. Its task is to identify current practice and needs continuously and to cooperate on working materials.

The WG held meetings every week, and meetings took place according to the prepared program. Shared online library was created for teamwork, storage of documents and meetings contents. At the moment, topics from the Action Plan have been divided among the WG members. They will create and lead their implementation WG focused on selected topics.