HR Excellence in Research Action Plan Faculty of Medicine, Masaryk University 2021 - 25

	Proposed ACTIONS (GAP Principle/Measurement)	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)	Status
INFRASTRUCTURE	**INFRASTRUCTURE** • 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. (23/1) • Analysis and creation of descriptions of key internal processes at FM MU in the area of processing and managing projects. (6/2) • Support of virtual mobility and technical equipment of employees (for opponencies, working in committees, cooperation on projects, etc.). (23/5) • Revision of the process of inspecting compliance with the OHS at theoretical workplaces. (7/2, 23/4) • Furnishing the Faculty premises to fit the needs of parents with small children. (10/7)	6,7,10,23		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	
	Pilot study		4.Q 21			
	Implementation		4.Q 22			
SERVICES	**SERVICES** • Audit and revision of administrative processes and their unification and digitalization. (23/2, 33/9) • Strengthening of administrative support of workplaces (preparation and implementation of projects, support in the areas of statistics and publication). (23/2) • Increase of the support of the grant department in the area of processing grants applications, especially in financial management – including a workshop for employees. (6/3) • Strengthening the support of graphic design services for teaching and scientific presentations. (8/9, 9/4, 33/7) • Shared space for group work of PhD students and an informal meeting point. (23/7) • Furnishing the Faculty premises to fit the needs of parents with small children. (24/4)	6,8,9,23,24,33		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	
	Pilot study		4.Q 21			
	Implementation		4.Q 22			
INTERNAL COMMUNICATION	**INTERNAL COMMUNICATION** Creation and implementation of an internal communication strategy at FM MU, that will enable the creation of an open and structured internal communication platform to support the identification of employees of FM MU 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. (4/5, 4/7, 22/3, 38/5, 39/2). This will include areas: • Strategic documents communication (such as the Long-term Plan MU and FM MU, preferred research areas). (1/3) • Creation and communication of the R&D strategy at FM MU incl. revision of science and research websites (addition of information in the field of project support, the protection of intellectual property rights and TTO services, plagiarism, dissemination of research results and Open Access. (1/4, 4/1-3,5/4, 8/4, 23/3, 31/3) • Internal marketing and overview of available support from MU - CJV, TTO, CERPEK, etc..) incl. possibilities of their funding. (31/3, 33/3, 38/6, 39/3) • Success stories, news and opportunities (HR marketing). (4/7) • Possibilities and rules for R&D funding and remuneration (an information platform). (6/1, 26/5) • Information materials for employees (such as adaptation guides, descriptions of administrative processes, overview of available support from MU - CJV, TTO, CERPEK, etc..). (24/1, 24/2, 4/7) • Linking the activities of the FM MU HR Award Action Plan with the intentions stated in the Long-term Strategic Plan of FM MU 2021-28. (4/6)	1,4,5,6,8,22,23,24,26,31,32,33,38,39		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	
	Pilot study		3.Q 21			
	Implementation		4.Q 21			
CAREER DEVELOPMENT	**CAREER DEVELOPMENT** • Setting up a system of career paths and career development concerning career levels R1 to R4 to better meet the needs of employees and meet the long-term strategic goals of the Faculty and the workplace needs in the sense of "viability" and "sustainability" incl. setting of the career development, education and career counselling system. (21/2, 25/2, 28/1, 30/1,2, 36/2, 37/1, 38/1, 39/1, 40/1) • Creation and implementation of a system of roles and positions at FM MU, including professional and personal competencies and rules for career advancement by the European Framework for Research Careers which defines the necessary and recommended competencies for each of the four career levels (R1 - R4) incl. clearly defined positions of junior researchers and its related rights and obligations. (16/1, 21/1, 22/1, 25/1) • Setting up distribution of professional activities according to the classification of academic staff into individual career paths (lecturer, research, and academic parts of academic positions. The aim is to design organizational rules for individual workplaces so that the capacity for research, teaching and clinical practice is realistic. (28/2) • Strengthening of programmes supporting junior positions - methods of funding postdoc positions and development of tools for career advancement. Strengthening separate programmes for support of junior positions (ways of financing and developing tools for career development). (21/3, 26/4) • Building a mentoring platform at FM MU and connecting to the international mentoring network. (28/4, 30/3, 38/4) • Development of managerial skills – setting up a system for the development of senior academic staff (R3, R4, RGL and supervisors) in the topic of how to support the career development of their subordinates and how to lead a research group for PI and RGL. (37/3, 39/6, 40/2) • Revision of standards and processes of the FM MU for PGS (formalization of standards for rights, duties and responsibilities for supervisors and doctoral students; support for a common University platform for meeting, sharing, education and career development of doctoral students and supervisors, setting up direct information channels for doctoral students, etc.). (40/3)	16,21,22,25,28,30,36,37,38,39,40		Office for Quality, Personnel Office, Vice-Dean for Research, HREx WG	• Career path system (weblink) • 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)	
	Pilot study		4.Q 22			
	implementace		4.Q 24			
TALENT MANAGEMENT	**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. (28/3, 36/4, 38/2) • Building a mentoring platform at FM MU and connecting to the international mentoring network. (28/4, 30/3, 38/4) • Implementation of activities to support knowledge sharing between junior and senior researchers. (10/1)	10,28,29,30,36,38		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	
	Pilot study		3.Q 23			
	Implementation		4.Q 24			
HR MANAGEMENT (ORGANIZATIONAL STRUCTURE AND PROCESSES)	**HR MANAGEMENT (ORGANIZATIONAL STRUCTURE AND PROCESSES)** • Description of key processes, competencies and responsibilities at the Faculty. (35/1, 37/4) • Setting up an internal reporting system for key processes. (35/2) • Creation and implementation of a system of roles and positions at FM MU, including professional and personal competencies and rules for career advancement . (21/1, 25/1) • Implementation of the Research Group into the structure of workplaces. (37/2) • Reduction of the administrative burden by the digitalization of HR agendas. (37/7)	21,25,35,37		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) • Database of research groups (weblink)	
	Pilot study		4.Q 23			
	Implementation		4.Q 25			

Area	Description	Refs	Timing	Responsible	Outputs
ADAPTATION	**ADAPTATION** Setting up the adaptation process for all new employees, incl. adaptation guides and introductory training for various groups of employees incl. EN version (36/1, 37/5), that will contain topics: • Strategic documents (such as the Long-term Plan of FM MU, preferred research areas). (4/1, 4/7) • MU Code of Ethics. (1/2, 2/2, 32/2, 34/2) • Publication ethics, co-authorship, intellectual property and plagiarism. (3/2, 5/1, 5/3, 31/1, 31/2, 32/2, 32/3, 32/6) • Dissemination of research results and Open Access policy. (8/2, 8/3) • Process of complaining about discrimination and unethical behaviour. (10/4, 34/2) • Information about working conditions. (24/1,2) • Internal processes setting . (5/1, 5/3)	1,2,3,4,5,8,10,24,31,3 2,34,36,37		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
	Pilot study		4.Q 22		
	Implementation		4.Q 24		
EDUCATION AND DEVELOPMENT	**EDUCATION AND DEVELOPMENT** • Creation and implementation of a system of development and education of FM MU employees, incl. funding rules. (38/3, 39/4) • Support of targeted development of language competencies for teaching in EN programmes. (33/4) • Development of language competencies for the Dean's Office employees. (10/6, 14/6) • Support for academic writing and publishing skills for R1 and R2, mentoring, including publication ethics, ethical principles of co-authorship . (8/8, 9/2, 32/6) • Training of researchers on project standards and project management. (5/2) • Development of managerial skills – setting up a system for the development of senior academic staff (R3, R4, RGL and supervisors) in the topic of how to support the career development of their subordinates and how to lead a research group for PI and RGL. (37/3, 39/6, 40/2) • Training of evaluators and administrators as part of setting up a regular evaluation system. (11/3) • Professional training of responsible persons, incl. the members of selection committees, in the internal OTM-R methodology. (13/7, 14/3, 27/4b) • Setting up the adaptation process for all new employees, incl. training in the area of setting up internal processes and intellectual property rights protection. (3/1) • Implementation of the e-learning tool to enable systematic and periodic trainings, incl. setting rules for updating, rules of access and completion. (3/4): o Creation and regular updates of a mandatory refresher course of ethical and professional aspects (esp. for supervisors, PI, RGL and grant applicants). (2/4, 3/3, 34/3) o Periodic training for R1-R4 in the area of data and IT security, incl. an EN version. (7/1) o Refresher training for PGS supervisors. (5/5, 8/5, 31/4, 32/4) o Internal OTM-R methodology for members of selection committees. (13/7, 14/3, 27/4b) o Evaluation system and an evaluation interview for evaluators and administrators. (11/3) o MU Code of Ethics and its application in the field of biomedical sciences, including the process of filing complaints. (2/3, 34/4)	2,3,5,7,8,9,10,11,13,1 4,27,31,32,33,34,36,3 7,38,39,40		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
	Pilot study		4.Q 22		
	Implementation		4.Q 25		
RECRUITMENT AND SELECTION PROCESS (OTM-R)	**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 (document and weblink) and professional requirements of the University Hospitals. 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. 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	8,10,12,13,14,15,16,1 7,18,20,27		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
	• 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)				
	Pilot study		1.Q 22		
	Implementation		4.Q 22		
EVALUATION SYSTEM	**EVALUATION SYSTEM** Setting up a system of regular performance evaluation for all workplaces, the aim of which will be to support the development of the workplace, motivation and performance of its employees, clarification of priorities and mutual expectations, discussion of possible support, professional and career development following the long-term strategy of FM MU and the strategy of the particular workplace (11/1,2), that will include: • Assessment of the pilot evaluation of employees. (36/3, 39/7) • Interconnection of the different evaluation systems (e.g. METHODOLOGY 17+, accreditation, EVAK, performance evaluation system for doctoral supervisors, R1-R4 career levels etc.). (11/4) • Establishing evaluation criteria for employees in leadership positions, including support for the career development of their subordinates. (11/5) • Setting up a system of regular evaluation of PGS supervisors. (10/2) • Training of evaluators and administrators. (11/3) • In the system of evaluation of the staff of the Dean's Office, take into account the emphasis on the customer-friendly approach within the internal supplier relations. (11/6) • Revision of the EVAK system in the area of teaching (to provide relevant data). (33/5)	10,11,33,36,39		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
	Pilot study		4.Q 22		
	Implementation		4.Q 25		

Category	Measures	Ref	Responsible	Indicators	Timeline
REMUNERATION	**REMUNERATION** • Setting up a transparent system for allocating performance premiums and bonuses following the priorities of FM MU (linking to a regular performance evaluation). (26/3) • Setting the methodology for the determination of a teaching load. (26/2) • Internal Grant Agency (InGA) FM MU – adjustment of conditions for financial support of researchers to bridge the period between grants. (25/3)	25,26	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	
	Pilot study				4.Q 22
	Implementation				4.Q 25
FUNDING	**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. (26/1) • Strengthening of programmes supporting junior positions - methods of funding postdoc positions and development of tools for career advancement incl. conditions for compulsory mobility. (26/4)	26	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	
	Pilot study				4.Q 22
	Implementation				4.Q 23
MOBILITY	**MOBILITY** Establishing rules, evaluation and support of mobility: • Within the realization of selection procedures according to the OTM-R methodology (16/3, 18/2, 29/1) • Interdisciplinary mobility – the creation of a database of FM MU research groups, of rules for sharing and updating for a possibility to share and establish contacts. Organizing interdisciplinary workshops. (29/3, 36/5) • Support for virtual mobility and technical equipment of employees (for opponencies, working in committees, cooperation on projects, etc.), advanced data management options. (23/5, 29/4) • Sabbatical leave – the creation of rules for workplace support in the use of the leave. (24/3) • 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). (29/2)	16,18,23,24,29,36	Office for Quality, Personnel Office, Vice-Dean for Research, HREx WG	• Internal Faculty OTM-R guideline (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	
	Pilot study				4.Q 21
	Implementation				4.Q 22
TEACHING	**TEACHING** • Increasing the prestige of teaching by setting up a new system of career paths and career development of employees. (33/1) • Establishing the methodology for determining the degree of teaching load. (26/2, 33/2) • Increasing awareness of employees about the possibilities of developing pedagogical competencies. (33/3) • Support of targeted development of language competencies for teaching in EN programmes. (33/4) • Strengthening graphic design services of teaching and scientific presentations. (33/7) • Digitalization of the agendas connected to teaching. (33/9) • Design of a new form and content of the Course opinions pool (e.g. a mobile app). (33/6) • Setting up a system of evaluation interviews on a regular basis for all academic employees, incl. revision of the EVAK system in the area of teaching. (33/5)	26, 33	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	
	Pilot study				4.Q 22
	Implementation				4.Q 25
OPEN ACCESS A PUBLIC ENGAGEMENT	**OPEN ACCESS A PUBLIC ENGAGEMENT** • Increasing the international visibility of research results of FM MU (e.g. update of the R&D website.) (8/1, 9/1) • Addition of information in the area of dissemination of research results and OA to the website of FM MU. (8/4) • Setting up the adaptation process for all new employees, incl. training in the dissemination of research results and OA. Creation of an adaptation guide. (8/2,3) • Refresher training for PGS supervisors. (8/5) • Support for academic writing skills for R1 and R2, mentoring.(8/8) • Strengthening the support of graphic design services for teaching and scientific presentations. (8/9) • Implementation of the HR4MU II project outputs (Development of Human Resources and Other Strategic Areas for Research Support at MU https://www.muni.cz/vyzkum/projekty/38925). (8/7, 9/3)	8,9	Office for Quality, HREx WG	• Weblink • List of mandatory and recommended training within the adaptation • Number of trained supervisors • List of implemented measures	
	Pilot study				4.Q 21
	Implementation				4.Q 23
ETHICS	**ETHICS** • Mandatory familiarisation of all employees with the MU Code of Ethics and with the process of filing complaints. (1/1, 2/1, 10/3, 22/2, 34/1) • Creation of an e-course on the MU Code of Ethics and its application in the field of biomedical sciences, including the process of filing complaints. Including it in the adaptation training for academic staff. Making the e-course available to all employees. (2/3, 2/4, 34/4) • Creation and regular updates of a mandatory refresher course of ethical and professional aspects (esp. for supervisors, PI, RGL and grant applicants). (2/4) • Spreading awareness about the use of Research ID (3/5) • Adding information about plagiarism to the website of FM MU. (3/6) • Implementation of the outputs of the project Interdisciplinary Support of Ethics in Research (INSURE 2020-23) https://www.muni.cz/en/research/projects/55208. The project aims to create an entire professional system to support the ethics of human research for universities and research organizations. (2/6) • Implementation of the outputs of the MU project Improving the Prevention of Plagiarism in Student Work https://www.muni.cz/en/research/projects/55507 (3/8)	1,2,3,10,22,34	Office for Quality, Personnel Office, Head of Department 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	
	Pilot study				4.Q 23
	Implementation				4.Q 25
GENDER	**GENDER** • Analysis of the causes of loss of women during career advancement and formulation of targeted support policy. incl. preparation for the formulation of the Gender Equality Plan. (27/1) • Furnishing the Faculty premises to fit the needs of parents with small children. (27/2) • Raising awareness of the issue of equal representation among employees, e.g. targeted promotion of the achievements of women scientists. (27/3) • See section OTM-R for further measures.	27	Office for Quality, Office for Strategy and Public Relations, HREx WG	• Final report of the analysis (document) • List of implemented measures • Weblink • For more, see the OTM-R section • Number of involved workplaces	
	Pilot study				2.Q 22
	Implementation				4.Q 22
OCCUPATIONAL HEALTH AND SAFETY	**OCCUPATIONAL HEALTH AND SAFETY** • Revision of the process of checking compliance with the rules of occupational safety at theoretical institutes. (7/2, 23/4) • Audit of needs concerning increasing the personal safety of employees, a proposal, and implementation of measures. (23/6)	7,23	Faculty Bursar, HREx WG	• Inspection process review report (document) • Audit report (document) • List of implemented measures	
	Pilot study				2.Q 21
	Implementation				4.Q 21
TRANSLATIONS INTO ENGLISH	**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	Office for Quality	• List of translated documents • Weblink	
	Translation of current documents, trainings and websites				4.Q 23
	Translation of new documents, trainings and websites				4.Q 25

MONITORING IMPLEMENTATION PLAN	INTERNAL REVIEW for INTERIM ASSESSMENT I Revised Action Plan 2022 - 25		4.Q 22	HREx WG, Office for Quality	• Interim assessment final report • Revised Action Plan			
	HRS4R EMPLOYEE SURVEY 2025		2.Q 25	HREx WG, Office for Quality	• HRS4R Employee Survey Final Report			
	ASSESSMENT with SITE VISIT I Improved Action Plan 2025 - 28		4.Q 25	HREx WG, Office for Quality	• Assessment final report • Improved Action Plan			

LEGEND:

DONE
ONGOING/IN PROGRESS
DELAYED