

HR Excellence in Research Action Plan Faculty of Medicine, Masaryk University 2021 - 26

						2021				2022				2023	Internal Assessment	2023				2024				2025				2026	Site visit				
Proposed ACTIONS (GAP Principle/Measurement)	GAP Principle(s)	Timing 2021	Revised timing 2023	Responsible Unit	Indicator(s) / Target(s)	Status	1.Q	2.Q	3.Q	4.Q	1.Q	2.Q	3.Q	4.Q	1.Q	2.Q	3.Q	4.Q	1.Q	2.Q	3.Q	4.Q	1.Q	2.Q	3.Q	4.Q	1.Q						
							2.Q	3.Q	4.Q	1.Q	2.Q	3.Q	4.Q	1.Q	2.Q	3.Q	4.Q	1.Q	2.Q	3.Q	4.Q	1.Q											
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)	6,7,10,23		Infrastructure Working Group, Vice-Dean for Research, HREX WG	<ul style="list-style-type: none"> 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 	Done																											
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SERVICES	Audit and revision of administrative processes and their unification and digitalization. (23/2, 33/9)	6,8,9,23,24,33		Infrastructure Working Group, Vice-Dean for Research, HREX WG	<ul style="list-style-type: none"> Description of key internal processes (document) List of electronic processes Web link Number of trained employees List of implemented measures Number of involved workplaces 	Done																											
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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, 32/1, 38/5, 39/2). This will include areas:	1,4,5,6,8,22,23,24,26,31,32,33,38,39		Office for Research and Quality, Office for Strategy and Public Relations, Vice-Dean for Research, HREX WG	<ul style="list-style-type: none"> Employee portal and revised content of the FM MU website incl. EN version (web link) Strategic documents and information materials on relevant areas, incl. EN version Web link 	Done																											
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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)	16.21.22.25 28.30.36.3 7.38.39.40			Office for Research and Quality, Personnel Office, Vice-Dean for Research, HREx WG	<ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • Number of mentors and mentees • Number of supported junior R • Update of PGS standards (weblink, date of update) 	Done																			
	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)						Done																			
	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)						Done																			
	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)						Done																			
	Building a mentoring platform at FM MU and connecting to the international mentoring network. (28/4, 30/3, 38/4)						Done																			
	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)						Done																			
	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)						Done																			
Pilot study	4.Q.22																									
Implementation	4.Q.24																									
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)	10.28.29.30 .36.38			Personnel Office, HREx WG, Office for Research and Quality	<ul style="list-style-type: none"> • 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 	Done																			
	Building a mentoring platform at FM MU and connecting to the international mentoring network. (28/4, 30/3, 38/4)						Done																			
	Implementation of activities to support knowledge sharing between junior and senior researchers. (10/1)						Done																			
	Pilot study						3.Q.23																			
Implementation	4.Q.24																									
HR MANAGEMENT (ORGANIZATIONAL STRUCTURE AND PROCESSES)	Description of key processes, competencies and responsibilities at the Faculty. (35/1, 37/4)	21.25.35.37			Personnel Office, Office for Research and Quality, HREx WG, Vice-Dean for Research	<ul style="list-style-type: none"> • 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) 	Done																			
	Setting up an internal reporting system for key processes. (35/2)						Done																			
	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)						Done																			
	Implementation of the Research Group into the structure of workplaces. (37/2)						Done																			
	Reduction of the administrative burden by the digitalization of HR agendas. (37/7)						Done																			
	Pilot study						4.Q.23																			
Implementation	4.Q.25																									
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:	1.2,3,4,5,8, 10,24,31,32 .34,36,37			Office for Research and Quality, Personnel Office, HREx WG	<ul style="list-style-type: none"> 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 	Done																			
	Strategic documents (such as the Long-term Plan of FM MU, preferred research areas). (4/1, 4/7)						Done																			
	MU Code of Ethics. (1/2, 2/2, 32/2, 34/2)						Done																			
	Publication ethics, co-authorship, intellectual property and plagiarism. (3/2, 5/1, 5/3, 31/1, 31/2, 32/2, 32/3, 32/6)						Done																			
	Process of complaining about discrimination and unethical behaviour. (10/4, 34/2)						Done																			
	Information about working conditions. (24/1,2)						Done																			
	Internal processes setting. (5/1, 5/3)						Done																			
	Pilot study						4.Q.22																			
	Implementation						4.Q.24																			

EDUCATION AND DEVELOPMENT	Description of activities	Budget	Responsible	Key Results	Progress	
	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)				DONE	
	Training of researchers on project standards and project management. (5/2)				DONE	
	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)				DONE	
	Training of evaluators and administrators as part of setting up a regular evaluation system. (11/3)				DONE	
	Professional training of responsible persons, incl. the members of selection committees, in the internal OTM-R methodology. (13/7, 14/3, 27/4b)				DONE	
	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)	2,3,5,7,8,9, 10,11,13,14 .27,31,32,3 3,34,36,37, 38,39,40		Personnel Office, Office for Research and Quality, HREx WG	<ul style="list-style-type: none"> Employee development and training system (document) Number of implemented trainings Number of trained persons Number and list of newly created e-courses 	
	Implementation of the e-learning tool to enable systematic and periodic trainings, incl. setting rules for updating, rules of access and completion. (3/4):					
	Creation and regular updates of a mandatory refresher course of ethical and professional aspects (esp. for supervisors, PI, RGL and grant applicants). (2/4, 3/3, 34/3)					
	Periodic training for R1-R4 in the area of data and IT security, incl. an EN version. (7/1)					
	Refresher training for PGS supervisors. (5/5, 8/5, 31/4, 32/4)					
	Internal OTM-R methodology for members of selection committees. (13/7, 14/3, 27/4b)				DONE	
	Evaluation system and an evaluation interview for evaluators and administrators. (11/3)					
MU Code of Ethics and its application in the field of biomedical sciences, including the process of filing complaints. (2/3, 34/4)						
Pilot study		4.Q.22				
Implementation		4.Q.25				
	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 RCSF, 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:	8,10,12,13, 14,15,16,17 ,18,20,27		Personnel Office, Office for Quality, HREx WG	<ul style="list-style-type: none"> 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 	DONE
	- 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)						
Pilot study		1.Q.22				
Implementation		4.Q.22				

Category	Activity	Year	Quarter	Responsible	Key Indicators	Q1	Q2	Q3	Q4	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10					
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)	25,26		Office for Quality, Personnel Office, Dean, Vice-Dean for Research, HREx WG	• Methodology for allocating performance premiums and bonuses (document)																			
	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)																							
	Pilot study		4.Q.22																					
Implementation	4.Q.25																							
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)	26		Faculty Bursar, Vice-Dean for Research, HREx WG	• Methodology of budgetary rules of workplaces and research groups (date of update)																			
	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)																							
	Pilot study		4.Q.22																					
	Implementation		4.Q.23																					
MOBILITY	Establishing rules, evaluation and support of mobility:	16,18,23,24,29,36		Office for Quality, Personnel Office, Vice-Dean for Research, HREx WG	• Internal Faculty OTM-R guideline (document, weblink)																			
	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)		3.Q.23																					
	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)																							
Pilot study	4.Q.21																							
Implementation	4.Q.22																							
TEACHING	Increasing the prestige of teaching by setting up a new system of career paths and career development of employees. (33/1)	26, 33		Office for Quality, Vice-Deans for Studies, HREx WG	• Career path system (weblink)																			
	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)																							
	Pilot study		4.Q.22																					
	Implementation		4.Q.25																					
OPEN ACCESS & PUBLIC ENGAGEMENT	Increasing the international visibility of research results of FM MU (e.g. update of the R&D website.) (8/1, 9/1)	8,9		Office for Quality, HREx WG	• Weblink																			
	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 HIRAMU 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)																								
Pilot study	4.Q.21																							
Implementation	4.Q.23																							
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)	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																			
	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)																								
Pilot study	4.Q.23																							
Implementation	4.Q.25																							

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)	27	4.Q.23	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	DELATED																								
	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.																													
	Pilot study					2.Q.22																								
Implementation	4.Q.22																													
OCCUPATIONAL HEALTH/SAFETY	Revision of the process of checking compliance with the rules of occupational safety at theoretical institutes. (7/2, 23/4)	7,23		Faculty Bursar, HREx WG	• Inspection process review report (document) • Audit report (document) • List of implemented measures																									
	Audit of needs concerning increasing the personal safety of employees, a proposal, and implementation of measures. (23/6)																													
	Pilot study					2.Q.21																								
Implementation	4.Q.21																													
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, 28,31,32,3 3,34,35,36, 37,38,39	4.Q.23	Office for Quality	• List of translated documents • Weblink																									
	Translation of current documents, trainings and websites																													
	Translation of new documents, trainings and websites					4.Q.25																								
MONITORING IMPLEMENTATION PLAN	INTERNAL REVIEW for INTERIM ASSESSMENT I Revised Action Plan 2022 - 25	all	4.Q.22	HREx WG, Office for Quality	• Interim assessment final report • Revised Action Plan																									
	HRS4R EMPLOYEE SURVEY 2025					2.Q.25																								
	ASSESSMENT with SITE VISIT I Improved Action Plan 2025 - 28					4.Q.25																								
SAFE FACULTY PROJECT	Awareness and gradual expansion of information and activities in one place on the faculty website for employees and students in the areas of:	1, 2, 3, 4, 5, 7, 8, 9, 10, 11, 12, 15, 23, 24, 27, 28, 30, 34	1.Q.26	Office for Research and Quality, Office for Strategy and Public Relations, Vice-Dean for Research, HREx WG	• Development and updating of the website (Link) • List of implemented areas																									
	Ethical issues																													
	Emergencies																													
	Social security																													
	Sustainability																													
SOCIAL ENGAGEMENT OF THE FACULTY	Support and active involvement of the Faculty of:	2, 3, 9	4.Q.25	Office for Research and Quality, Office for Strategy and Public Relations	• Number and list of supported activities																									
	Student associations and their activities																													
	Awareness-raising events																													
	The social activities of the faculty departments																													
Actions to promote education																														
INTERNAL EVALUATION OF RESEARCH AND DOCTORAL STUDIES	Discussion with the academic community	7, 8, 11, 21, 22, 23, 24	4.Q.24	Office for Research and Quality, Vice-Dean for Research, HREx WG	• Final report of the evaluation (document) • List of implemented measures • Information about evaluation on the website (link)																									
	Formation of a Working Group																													
	Creating an implementation plan and linking it to HR Award activities																													
	Implementation of the outputs of the internal evaluation of research and doctoral studies in 2022																													

LEGEND:
ONLINE
ONGOING/IN PROGRESS
DELAYED