Internal Review

Case number: 2019CZ471956
Name Organisation under review: Masaryk University – Faculty of Medicine
Organisation's contact details: Kamenice 753/5, 625 00 Brno, Czech Republic
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1. Organisational Information

STAFF & STUDENTS	2019 FTE	2023 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	447,425 (1305 HC) R1–R4
Of whom are international (i.e. foreign nationality) *	40,3 (134 HC)	60,8 (188 HC)
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	297,4 (578 HC)	258,025 (527 HC)
Of whom are women *	234,9 (528 HC) 254 PhD HC	244,125 (626 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)	98,7 (231 HC)
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	167,3 (383 HC)	159,675 (465 HC)
Of whom are stage R1 = in most organisations corresponding with doctoral level *	168,05 (521 HC)	189,05 (609 HC)
Total number of students (if relevant) *	4223	4646
Total number of staff (including management, administrative, teaching and research staff) *	616,2 (1397 HC)	614,975 (1587 HC)
RESEARCH FUNDING (figures for most recent fiscal year)	**2019 (26 CZK/1€)**	**2022 (25CZK/1€)**
Total annual organisational budget	37 879 212 €	53 088 242 €
Annual organisational direct government funding (designated for research)	3 191 731 €	4 521 940 €
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	4 567 423 €	11 177 055 €
Annual funding from private, non-government sources, designated for research	322 900 €	502 546 €

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 occur at more than 70 workplaces – theoretical institutes located on the University Campus, the Simulation Centre (the largest institution its kind in Central Europe) and the clinics of university hospitals. The faculty creates scientific teams and shares its infrastructure with the Faculty of Science MU, CEITEC MU, ICRC, and the Czech Academy of Sciences. The researchers are among the top international scientists in many fields.

2. Strengths and weaknesses of the current practice

Ethical and professional aspects:

INITIAL PHASE 2020

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.

INTERIM ASSESSMENT 2023

During the implementation phase 2021-2023, we have made the following progress in Ethical and professional aspects compared to the Initial Assessment phase, and we have improved several that time weaknesses by actions:

Internal communication (CZ+EN)

Information materials for employees, internal marketing of the available support:

- Handbook for Heads, Handbook of Doctoral Studies at FM MU
- The Employee Portal of MU launched Faculty in January 2022 with Faculty content, continuously developed content and functions
- Employee newsletter (regular communication of information from dean's departments)
- Yammer – target groups (Doctoral studies, Science and research, FM MU employees)
- Code of email communication
- Internal communication policy written and communicated regularly

Regular meetups for employees (R&D Forum) annually from 2020

- for different focus groups (scientists, doctoral boards, supervisors, grant breakfast)

External communication (CZ+EN)

- Creation and communication of R&D strategy at FM MU
  - Created a [new website for the entire Science and Research section](#)
  - regularly updated and communicated available support, news, opportunities, interviews and success stories.
  - Twitter [Science@MEDMUNI](#) (as of 12/2021)
  - Created 2 PR videos to promote Science and research for students ([Science at MED MUNI](#), [Generation MED MUNI](#))

Adaptation process

- Adaptation training for new employees CZ+EN
- Professional adaptation training for academic staff
- The familiarisation with The Code of Ethics MU and Complaints occurs during the adaptation - in adaptation documents, training and on the Employee Portal.
- Evaluation process
- Dean's Office staff evaluation system created, implemented and digitalized.
- Collaboration on the development and redesign of the EVAK (Academic Staff Evaluation) application
- Pilot implementation of EVAK application (8 theoretical departments, 2 clinical departments)
- Collaboration with the University hospitals and efforts to align individual assessment systems
- Ethics and gender
- New FM MU Project Safe Faculty – an information website addressing ethical issues, emergencies, social safety and sustainability.
- A Methodology for the Prevention of Sexual Harassment at MU has been developed, contact persons at FM MU have been identified and trained, and a training course, "Respect to the Ground", has been running since 2022.
- Established a university-wide Rights Protection Office and appointed an Ombuds at MU from 1 April 2023. Directive MU Protection of rights from April 2023.
- A working group of experts has prepared a draft of a new MU Code of Ethics with an expected release in 3Q 2023. The new Code of Ethics will apply to the entire university community.
- A Gender Analysis of FM MU was prepared as a basis for the MU Gender Equality Plan. An analysis of the loss of women during the career is underway. MU Career Restart grant for scientists who have interrupted their research career, has been awarded to 3 female scientists at FM MU in 2021 and 2 female scientists in 2022.

As part of the digitalization, the launch of the Familiarization with Regulations application is being prepared to ensure compliance with the internal regulations of the FM MU and MU.

Remarks (max 500 words)
The Faculty is actively involved in community service and social engagement activities and will continue to engage in this area intensively; it has included such activities in its revised action plan. MUNI HELPS, a volunteer centre of MU, celebrated in 2023 three years since its foundation in which students and employees of FM MU are actively involved. In March 2023, Faculty held two health awareness events, World Epilepsy Day 2023 and Brno Prevention Days 2023. Every year, students and employees of the faculty participate in many awareness-raising and preventive events for the general public. For example, World Diabetes Day, World Rare Disease Day, World Down Syndrome Day, cancer awareness, dental care, etc. An important activity of medical students is the Medics on the Street association, helping homeless people. In March 2023, Faculty held two health awareness events, World Epilepsy Day 2023 and Brno Prevention Days 2023.

Recruitment and selection:
INITIAL PHASE 2020: **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.

INTERIM ASSESSMENT 2023

During the implementation phase, 2021-2023 was the area of Recruitment and selection our priority. A thorough revision of the previous MU Selection Procedures Regulations has been undertaken at the university level since 2021. In two working groups consisting of representatives of faculties and other parts of the university, we have been setting up new university regulations for selection procedures for more than two years so that they would enshrine the principles of open, transparent and merit-based recruitment. The new Regulations on Competitive Selection Procedures at Masaryk University were then discussed at the level of MU and all units in the first half of 2022. It was issued in the autumn of 2022, effective 1 January 2023.

A Faculty recruitment policy was developed following the university Regulations on Competitive Selection Procedures. Created methodology respecting the OTM-R recruitment policy has been issued in Dean's Directive 3/2023 Rules of Selection procedures at FM MU in Czech and English. An internal handbook has also been created for this policy to guide the work of personnel office staff. Information about the selection procedure is published on the FM MU official notice board and on the Faculty website.

The addition of a recruitment specialist has strengthened the Personnel Office of FM MU - ensures compliance with recruitment standards and assistance with the preparation and conduct of the entire selection procedure.

The content and wording of advertisements have been cultivated, and recruitment specialist provides regular consultations in this area.

A recruitment quality control system was created:

- A system for evaluating candidates using criteria
- Ongoing collection of feedback from candidates in selection procedures

o   A system for reporting recruitment data has been developed. Ongoing on an annual basis from 2022.

Training of members of selection committees has been established and is regularly carried out:

o   FM MU collaborated on the preparation of university-wide e-learning for members of selection committees
o   The completion of this is mandatory for each committee member from 2023.

We are working on the development of HR marketing:

o   Advertisements on social media are in line with MU's standard visual style.
o   Advertising on foreign portals
o   Participation in the job trade fairs

All these activities will continue to be implemented and improved in the second implementation phase, and new actions are part of this assessment in comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

The university provides training in language competencies for FM MU Dean's Office as a benefit from 2020. From 2021 the Faculty also organizes its language training on campus for 50 employees of the Dean's office through a private language school. From 2022, also provides German language lessons based on staff demand, which nine staff members participate in. The Faculty plans to continue this activity.

Remarks (max 500 words)
A [PostDoc Policy has been develop](#)ed, and a university methodological sheet Principles and Recommendations for PostDoc Management at MU has been issued, which sets out procedures and criteria for the employment of staff working in postdoctoral positions in accordance with the principles of The European Charter & Code for Researchers. FM MU has information for Potdoc support newly published on the website https://www.med.muni.cz/en/research-and-development/postdoc

Working conditions:

INITIAL PHASE 2020:

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.

INTERIM ASSESSMENT 2023

In the implementation phase, we have made significant changes in working conditions. We focused on the development of Research Infrastructure and virtual mobility support. Shared space for PhD student group work is provided at four Faculty departments. We've expanded the equipment of the Faculty for the needs of parents with small children. In 2022, 4 changing tables were placed in publicly accessible areas of the campus, including marking rooms on the campus premises (11 total). An inspection and complete inventory were made (seven women's, two men's, and two non-binary toilets). The transcription into the MU Compass application is in progress.

A security audit of the University Campus took place, and the classification of positions at FM MU according to the risk level was updated. The decision of KHS (Regional Hygiene Station) was based on the request of FM MU to classify selected works according to their risk level. We have been and continue to be very active in regularly evaluating workplace performance.

Internal and external communication was also given significant attention. We have significantly reduced the language barrier. The majority of the Faculty

communication, as well as all official documents, are bilingual (CZ+EN). We have also translated the majority of relevant documents created into English.

The inventory and description of internal processes were created as part of the creation of the Handbook for Heads - based on an internal audit, the MU Faculty of Medicine Organisational Regulations and a survey of needs in internal communication and information, which were processed into a handbook, subsequently computerized into the content of the Employee Portal and made available in a relevant form to target groups.

During the implementation phase, 17 processes at Faculty have been digitalized – mainly HR processes (e.g. Publication fund support application (application for drawing on the fund), Managing travel orders, Request for graphic support, Evaluation of Academic and non-academic staff) and also digitalization of teaching related agendas. There was strong support for the development of strengthening the administrative support of the departments, significantly increasing support of the Grant office and Office for Research and Quality and creating an internal reporting system.

Budget rules and other administrative processes and their support are written in the Handbook for Heads and on the Employee Portal MU. A review of the remuneration system has been initiated, and a draft of new rules for calculating personal remuneration has been created. Systemization and a system of positions are being created.

New internal research support schemes have supplemented Internal Grant Agency (InGA) FM MU:

- LF Accelerate - support for applied research
- Postdoc – support for junior researchers with significant international experience

Mobility support has undergone a significant evolution. Published a new scholarship programme to support student mobility within the doctoral study programme. The Faculty has a contact person who manages the foreign mobility agenda. FM MU career paths proposal approved by the 6/22 Faculty management. Revision of standards and processes for PhD students took place. New programmes were created to support (not only) junior positions (Internal grant agency FM MU and Research groups). Supporting knowledge sharing between junior and senior researchers (PhD Day, BIOTOP Seminars, SPARK Europe Webinar Series, Grant Breakfasts).

Remarks (max 500 words)
In QS from 2023, more than 2/3 of respondents stated that their workplace creates sufficient time and financial and supportive space for academic and research goals. Respondents were very optimistic about the measures implemented insofar as they related to their work, and all areas assessed were considered necessary by more than 85 %. The overall satisfaction of respondents at FM MU is 89 %. New employee benefits were introduced (Seduo education portal, Multisport card, Psychological counselling for employees).

Training and development:

In the first implementation period, the faculty's training and development area underwent significant changes. A training and development system has been developed and is being implemented. The Personnel Office expanded in 2021 with the addition of a Training Coordinator. A training needs mapping has been carried out, and the training plan is continuously implemented with the HR Award Action Plan activities.

Created a system of development and training, description of processes and its evidence – process maps.

- Process maps non-academic: https://is.muni.cz/go/4b07n0
- Process maps academic: https://is.muni.cz/go/j0zbzs

Created an information page on the Employee Portal, where all available training and courses for FM MU employees are communicated. Training offers are regularly communicated through internal communication channels.

Collaboration on the implementation of a university-wide platform for education, which will enable systematic work in the field of development and education at the university, including the establishment of rules for uploading educational offers, rules of access and registration of the activities carried out. Created IS application "Training" for embedding simple training videos (for now, support of technicians is needed).

Is providing and gradual implementation of training of academic staff according to AP HRA, e.g.:

Supporting knowledge sharing between junior and senior researchers

- PhD Day
- BIOTOP Seminars
- SPARK Europe Webinar Series
- Grant Breakfasts
- Principal Investigator Seminars (organized by CEITEC MU, participation of our PIs)

Management skills development

- CERPEK management skills courses
- Courses on conducting evaluation interviews - initial specialized workshop before starting this process within the R&D Forum and all managers (evaluators) trained each time before starting a new evaluation phase. In case of need, individual consultations are provided.
- Research group leaders attended the EMBO Laboratory Leadership Course organised by the Personnel Office and the Office for Research and Quality. The course fees were mostly covered by the internal project of Masaryk University to support strategic management.

Mentoring

- Information on the Employee Portal and analysis of interest
- Inclusion of FM MU in the international EUMENT network (3/2021)
- Regular offer of CERPEK Mentoring
- Cooperation and sharing of CEITEC MU mentoring events
- SPARK Joint Mentoring Events
- Gradual expansion of mentoring in individual doctoral programmes

The familiarisation with the Code of Ethics and Complaints occurs during the adaptation of new employees - included in adaptation documents, adaptation training and on the Employee Portal.

As part of the digitalization, the launch of the Familiarization with Regulations application is being prepared to ensure compliance with the internal regulations of the Faculty of Medicine and Masaryk University.

Evidence of training and courses provided/offered - summary of relevant in-person/online training and courses related to AP HRA activities in 2020 - 2022 in total number with the number of participants for FM MU.

In March 2022, the existing MU Centre for the Development of Pedagogical Competences was transformed into a new Centre for the Development of Competences (CERPEK). This expanded the educational portfolio regarding the form and content of the courses provided so far, in line with existing and transferable foreign practice and the needs of individual target groups.

Remarks (max 500 words)

Career Code at the university level has not been developed, there was established a working group under the lead of the Vice-rector for personnel and academic affairs at MU and will be developed and published in 2024

The University has now approached this area by creating a methodology to support the career pathways for researchers. MU published the end of 2022 the Guideline Career system at Masaryk University, which provides information and guidance for employees on career development and career growth. It offers motivational elements, counselling, consultancy support, and self-assessment tools for career development and growth.

Have any of the priorities for the short and medium term changed?

(max 500 words)

Overall, it can be said that the short and medium-term priorities at FM MU have not changed much in terms of content. The gradual development of circumstances at the university, strategic priorities and public events influenced the implementation process, where it was necessary to prioritise activities because of the situations that occurred.

Due to the personnel change in the position of HR Award Manager, when the essential two-person HR Award team was weakened from June 2022, the prioritisation of ongoing projects and rationalisation of their implementation had to occur. The HR Award Coordinator took over the project management as HR Award Manager, managing individual working groups and all activities initially distributed among the two-person team had to be merged under her leadership. To keep the activities running smoothly, selecting and training a new HR Award Coordinator was necessary, which was done at the beginning of 2023. Adaptation has been ongoing since March 2023.

Despite this, a significant number of planned activities for the first implementation period have been delivered on time or slightly late. The original FM MU Action Plan was set from the beginning for the entire five-year period until 2025. We will continue its implementation and develop the activities set out in the new actions of the Revised Action Plan.

Have any of the circumstances in which your organization operates changed and as such have had an impact on your HR strategy?

(max 500 words)

Similarly to the rest of Europe, the Covid-19 pandemic impacted the university's operations and the Faculty's HRS4R implementation phase. Organisational priorities had to change for practical reasons, and enormous efforts were undertaken to ensure essential functions – teaching and research. The Faculty and the university focused on the dynamic transition to digital operation and home office mode. Limited opportunities for face-to-face meetings have implemented some activities difficult and slow.

The implementation was affected by personnel changes, wherein the HR Award Manager and Recruitment Specialist were replaced during the first implementation period. A major focus and priority in the first implementation period were given to recruitment. The newly filled position of Recruitment Specialist, which was established in March 2022, underwent a staffing change after its first year of operation. Because of the need to ensure the recruitment and adaptation of the new Recruitment Specialist, some recruitment activities were affected. It was necessary that, compared to the original plan, these activities were dominated by the Head of Personnel office and the HR Award Manager.

Even though the Faculty is significantly autonomous in its functioning, common themes and activities exceeding the scope of the Faculty must be addressed and developed in cooperation with the Rector's Office and other units at the university level. FM MU is actively involved in solutions at the working group level, and all areas are implemented and summarized in the revised university action plan, considering the possibilities.

In 2021, an extensive Gender Audit as a basis for the University's Gender Equality Plan was prioritized compared to the plan at FM MU. For this reason, the planned Analysis of the Loss of Women during Careers was delayed and extended to the next implementation period.

The University has a long-term emphasis on raising awareness and promoting equality between women and men, emphasising the prevention of sexual harassment. In 2022, several cases of sexual harassment at Czech universities, including one of Masaryk University's units, were publicized. Given these circumstances, the Faculty of Medicine has undertaken preventive and awareness-raising actions. The evaluation of teaching by students has been reviewed, focusing on possible incentives with a sexual context. The Safe Faculty project has been created, which has an informative and educational character in the field of ethics, safety, health and sustainability. This project will be reflected in the Revised Action Plan.

In addition to the planned agenda in 2022, the HR Award team of FM MU participated in the preparation of the project application for the European Centre of Excellence CREATIC international project, which was successful in the Teaming for Excellence project call of the Horizon Europe programme in December 2022. This enormous success means the Faculty has to focus on an even broader concept of employee training and development, talent management and agile methods in FM MU HR management. The faculty has thus established close cooperation with three advanced European partners (Fraunhofer Institute for Cell Therapy and Immunology, Leipzig University and the University of Copenhagen) with whom FM MU will cooperate, share and draw on experiences and develop processes.

Are any strategic decisions under way that may influence the action plan?

(max 500 words)

The first four-year term of office of the Dean of the Faculty of Medicine, Martin Repko, ends in the autumn of this year. In February 2023, the Academic Senate of FM MU announced the election of a candidate for the Dean of the Faculty position. The new dean should lead the Faculty from 1 November 2023 to 31 October 2027.

However, the Strategic Plan of the FM MU is designed for 2021 - 2028, and HR Award Action Plan and its activities are firmly anchored in the strategic priorities of the FM MU for this period. They are fully supported at the Faculty and university level.

In April 2023 university elected a new rector. The Academic Senate of Masaryk University elected the new Rector of Masaryk University in the first round of voting. There was just one candidate – the current MU Rector, Martin Bareš. His second four-year term of office will begin on 1 September 2023 and end on 31 August 2027.

The strategic grasp of the internal evaluation of the research and doctoral studies at FM MU and the plan to develop these areas has created new opportunities and priorities for Faculty development. A partial redesign of our doctoral school is planned according to the outcomes of the Internal evaluation of Research and doctoral studies. This is also given to the upcoming amendment to the Higher Education Act, which will include a reform of postgraduate studies, which is currently being drafted in paragraph form and sent to university representatives for comments. After that, the classic inter-ministerial commenting procedure, the subsequent approval by the Government, and the legislative process in the Parliament of the Czech Republic should

start. The aim is to link the scholarship amount to the national minimum wage so that there will be regular valorization. Measures and changes should emphasize quality over quantity and improve the socio-economic status of PhD students.

The transformation of CERPEK MU from the original Centre for the Development of Pedagogical Skills to a comprehensive provider of educational services at Masaryk University may positively influence the action plan. CERPEK has completed its first year of operation in a new organization with new management. Under preparation is a university-wide platform for educational governance in cooperation with faculties, which can positively impact the development of training and education.

As described in the previous section, the success of the CREATIC project in the Teaming for Excellence project call of the Horizon Europe programme represents a great challenge and opportunity for the Faculty. We are part of a consortium with three advanced European partners - Fraunhofer Institute for Cell Therapy and Immunology, Leipzig University and the University of Copenhagen. We will share good practices and learn from each other's partners in areas where they are ahead in implementing processes.

3. Actions

ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
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	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	Completed	Methodics and presentation of services offered by FM MU departments: https://www.med.muni.cz/veda-a-vyzkum/veda-a-vyzkum/vyzkumna-cinnost/infrastruktura-a-partneri/smluvni-vyzkum-instrumentace-a-metody 2 departments involved so far and this action is in progress The inventory and description of internal processes were created as part of the creation of the Handbook for Heads - on the basis of an internal audit, the MU Faculty of Medicine Organisational Regulations and a survey of needs in internal communication and information, which were processed into a handbook, subsequently computerised into the

workplaces. - Furnishing the Faculty premises to fit the needs of parents with small children.				implemented measures in individual areas • Web link		content of the Employee Portal and made available in a relevant form to target groups on the basis of grouping: • Employee • Head • Science and research • Teaching • New employee Virtual mobility Audit of pandemic-related equipment needs and equipment replenishment (2020) Establishment of a Faculty Welcome office within the Office for Research and Quality https://www.med.muni.cz/o-fakulte/organizacni-struktura/119928-oddpro-vedu-a-kvalitu/welcome-office Expansion of International Office MU services https://czs.muni.cz/en/ Regular collection of equipment requests in bulk within Central Purchasing (INET application) Inclusion, certification and active membership of FM MU in relevant organisations • Inclusion of MU into the EDUC network – European Digital UniverCity https://czs.muni.cz/en/mu-student/study-placements/educ • Inclusion, certification and active membership of FM MU in relevant organisations • Spark Global – collaboration with Stanford University. Active participation in the Spark Europe (webinar series) programme to support translational research SPARK. FM MU became a member of the SPARK Global network at the beginning of June 2021 https://www.med.muni.cz/en/research-

						and-development/research-and-development/news/we-collaborate-with-stanford-university-by-joining-spark-global • Orpheus - Organisation for PhD Education in Biomedicine and Health Science in the European System (FM MU certified and incorporated in autumn 2021) https://www.med.muni.cz/en/news/orpheus-evaluation-certificate-for-the-fm-mu Updating the classification of positions at FM MU according to the risk level took place in 2021. Decision of KHS (Regional Hygiene Station) on the basis of the request of FM MU to classify selected works into categories according to their risk level: https://is.muni.cz/auth/do/med/web_lf_mu/veda_a_vyzkum/hr_award/dokumenty/is_hrs4r_2023/infrastruktura/KHS_rozhodnuti_2021.pdf Equipment of the Faculty for the needs of parents with small children - in 2022, 4 changing tables were placed in publicly accessible areas of the campus, including the marking of rooms in the campus premises (11 in total), an inspection and complete inventory was made (7 women's, 2 men's, 2 non-binary), and now the transcription into the MU Compass application is in progress. Room for nursing mothers set up in 2022 in the Department of Health Sciences - cancelled 2/2023 due to department capacity - campus faculty are negotiating new, shared, publicly accessible spaces
2. SERVICES - Audit and revision of administrative processes and their unification and digitalisation.	6,8,9 ,23,2 4,33	Pilot Study 4.Q 21 Implementation 4.Q 22	Infrastruc ture Working Group, Vice-Dean for	•Description of key internal processes (document) • List of electronic	Completed	The inventory and description of internal processes was created as part of the creation of the Handbook for Heads

			Research, HREx WG	processes • Weblink • Number of trained employees • List of implemented measures • Number of involved workplaces		https://is.muni.cz/auth/do/med/personalni/prirucka_pro_prednosty/Prirucka_pro_prednosty_.pdf on the basis of an internal audit, the MU Faculty of Medicine Organisational Regulations and a survey of needs in internal communication and information, which were processed into a handbook, subsequently computerised into the content of the Employee Portal and made available in a relevant form to target groups on the basis of grouping:
- 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.						• Employee • Head • Science and research • Teaching • New employee The process for the training, adaptation and evaluation of academic and non-academic staff is written down and gradually formed into process maps. Process maps non-academic: https://is.muni.cz/go/4b07n0 Process maps academic: https://is.muni.cz/go/j0zbzs Digitalized processes: • Audit of supervisors • Request for publication fund • Managing travel orders • Request for graphic support • Evaluation of internal grant agency of FM MU • Handbook for Heads Digitalized also 11 HR processes - for more info see document Implementation of the HR Award Action Plan in the first implementation period

						Statistical support for employees is provided by the Institute of Biostatistics and Analyses - a new department will be established under the IBA in 2023 https://www.med.muni.cz/o-fakulte/organizacni-struktura/119614-oddeleni-pro-data-a-technologie Statistical support offered by the joint department with FNUSA https://biostatistics.fnusa.cz/en/front-page-english/ The Office for Research and Quality provides comprehensive support for scientific activities, for which it continuously strengthens its staff (e.g. manager for technology transfer, organizational officer) and expands its services - Accreditation and evaluation of study programmes, Applied research and intellectual property, Science evaluation, HR Award, Science communication, Open Science, Support for excellent publications, Reporting of R&D results, Welcome office, Foreign PhD and foreign internships. The Grant office was created at the beginning of 2022 by merging the National Projects Department and the International Projects Department. It provides project support in the preparation and implementation of all types of funding and grants at FM MU. It works with those interested in their own project from the first idea to the last dot of the final implementation report. The international project team has been strengthened in recent years by two project managers and two financial managers, the national project team by two project managers. In 2023, the department is planning further significant staff reinforcements, also in view of

						the success in the Horizon Europe Teaming for Excellence call for projects.
						The Communication and External Relations Office was strengthened by the addition of a Communication Manager, a Junior Academy Coordinator and a Graphic Designer. The department provides graphic support for staff. It also has new management from 2022
						The Personnel Office expanded by adding possitions of a Training Coordinator and a Recruitment Specialist.
						The project departments were merged into one and the Project Support Strategy was created
						Redistribution and rationalisation of project agendas
						The project department website was updated https://www.med.muni.cz/en/research-and-development/project-support
						Ongoing training and individual consultations for applicants
						The Project Support Unit is continuously reinforced in terms of staff (see point b)
						Project support communication strategy developed (News, Grant News, Project Breakfasts)
						Since 2022, the Project Support Unit and the Science and Quality Unit have joined the Czech Association of Research Managers and Administrators CZARMA, where they are active in working groups. https://www.czarma.cz/en
						In 2021 and 2022 were organizad 94 trainings in area od Grant aplications and funding, project standards and project management, 214 trained persons, 500+ personal consultations
						The Communications and External Relations

						Office offers graphic support, a digitisation of requests for graphic support has been prepared and communicated to all staff https://www.med.muni.cz/en/about-faculty/organizational-structure/119927-communicationexternal-relations-of#tab-3 FF MU management decided to provide extra support for strategic projects - websites, department presentations, project support Shared space for PhD student group work provided and communicated rooms at 4 departments of the faculty https://www.med.muni.cz/en/research-and-development/phd-studies#rooms_for_group_work Equipment of the faculty for the needs of parents with small children - in 2022, 4 changing tables were placed in publicly accessible areas of the campus, including the marking of rooms in the campus premises (11 in total) – for more see Action 1
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	1,4,5 ,6,8, 22,2 3,24, 26,3 1,32, 33,3 8,39	Pilot Study 3.Q 21 Implementation 4.Q 21	Office for Research and 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	Completed	Internal communication policy written and communicated regularly Internal communication promoted in other relevant trainings organised by the FM MU Dean's Office All online channels are measured and their effectiveness is continuously evaluated. Handbook for Heads, Handbook of Doctoral Studies at LF MU Employee Portal of MU launched at FM MU in January 2022 together with faculty content. Employee Portal of MU is continuously developed in cooperation with faculty coordinators

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.						Employee newsletter (regular communication of information from dean's departments) Yammer - Doctoral studies at FM MU, Science and research at FM MU, FM MU employees Code of email communication Adaptation training for new employees in CZ and EN Professional adaptation training for academic staff (start 2023) Budget rules written in the Handbook for Heads and on the Employee Portal MU Regular training in the area of budget rules for senior staff is organised by the FM MU Bursar and records of individual training sessions are available on the Employee Portal MU https://www.med.muni.cz/en/research-and-development/project-support/project-diagrams-info/internal-grants https://portal.muni.cz/med/prirucka/ekonomika/rozpocet Created new website for the entire Science and Research section https://www.med.muni.cz/en/research-and-development regularly updated and communicating available support, news, opportunities, interviews and success stories. Strategic documents presented and regularly communicated on the Employee Portal and Faculty website. FM MU Strategic Plan published in printed and online form and its individual points were presented, among others, on campus screens The HR Award Action Plan has been created

						and is fully linked to the strategic priorities of the Faculty. https://www.med.muni.cz/do/med/web_lf_mu/o_f akulte/strategicky_zamer_lf_mu_2021-2028/strategic-plan-FM-MU-2021-2028.pdf
4. CAREER DEVELOPMENT - Setting up a system of career paths and concerning career 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.	16,2 1,22, 25,28,3 0, 36,3 7,38, 39,4 0	Pilot Study 4.Q 22 Implementation 4.Q 24	Office for Research and 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)	In progress	Analysis of career paths of Czech and foreign universities (2021 - 2022) MU Career Pathways workshop FM MU career paths proposal approved by the 6/22 at faculty management meeting Work is underway on career regulations and systematization (determining the calculation of teaching load of departments) for academics For non-academic positions, analysis of position utilization and work on position system is underway **Programmes supporting junior and postdoc positions** New schemes of Internal grant agency InGA FM MU: • Postdoc - support for junior researchers with significant international experience • Start-up - Start-up grants - support for pilot projects of new research programmes. • LF Accelerate - support for applied research Support for the establishment of research groups Junior research group - conditions for new outstanding young scientists to establish their own research group at LF MU. This form of support is intended primarily for junior scientists with significant international experience.

						Mentoring • Information on the MU Employee Portal and analysis of interest • Inclusion of FM MU in the international EUMENT network (3/2021) • Regular offer of CERPEK Mentoring • Cooperation and sharing of CEITEC mentoring events • SPARK Joint Mentoring Events • Gradual expansion of mentoring in individual doctoral programmes **Development of managerial skills for senior academic staff** • CERPEK management skills courses • Courses on conducting evaluation interviews - all deanery managers trained each time before the start of a new evaluation phase, training within the R&D Forum + individual consultations • Research group leaders attended the EMBO Laboratory Leadership Course organised by the Personnel Office and the Office for Research and Quality. The course fees were mostly covered by the internal project of Masaryk University to support strategic management. 2021 - 2022 realized 22 courses, 28 participants in Managerial skills dvelopment and 12 courses vith 38 patricipants in evaluation interview **Standards of the PGS** • PhD handbook in CZ and EN (published 2020, updated 2022) https://www.med.muni.cz/do/med/web_lf_m

						u/veda_a_vyzkum/hr_award/cz/brozura-phd-lf-mu-cz-el.pdf • New R&D website - Doctoral Studies section https://www.med.muni.cz/en/research-and-development/phd-studies • Yammer Doctoral studies at FM MU • New strategy for PhD studies in preparation (RMU) • Training for PhD supervisors - PhD SUPERS https://is.muni.cz/auth/ekurzy/PHD_SUPERS • MU Faculty of Medicine Directive No. 5/2021 Guidelines on the formal requirements of dissertation theses prepared at MU Faculty of Medicine https://www.med.muni.cz/do/med/uredni_deska/pravni_normy/smernice_dekana/2021/VYPRACOVANYCH_NA_LEKARSKE_FAKULTE_MU
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 Research and 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	In progress	Activities supporting knowledge sharing between junior and senior researchers: • PhD Day • BIOTOP Seminars • SPARK Europe Webinar Series • Grant Breakfasts • Principal Investigator Seminars (organized by CEITEC MU, participation of our PIs) **Mentoring** • Information on the MU Employee Portal and analysis of interest • Inclusion of FM MU in the international EUMENT network (3/2021) • Regular offer of CERPEK Mentoring

						• Cooperation and sharing of CEITEC mentoring events • SPARK Joint Mentoring Events • Gradual expansion of mentoring in individual doctoral programmes Talent management program at MU Talent program CERPEK MU
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. Implementation of the Research Group into the structure of workplaces. - Reduction of the administrative burden by the digitalisation of HR agendas.	21,2 5,35, 37	Pilot Study 4.Q 23 Implementation 4.Q 25	Personnel Office, Office for Research and 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)	In progress	A description of internal processes was created as part of the creation of the Handbook for Heads - based on an internal audit, the MU Faculty of Medicine Organisational Regulations and a survey of needs in internal communication and information, which were processed into a handbook, subsequently computerised into the content of the Employee Portal and made available in a relevant form to target groups based on grouping: • Employee • Head • Science and research • Teaching • New employee The established Research Groups are integrated into the organizational structure of the departments https://www.med.muni.cz/en/about-faculty/organizational-structure and presented on the faculty's website https://www.med.muni.cz/en/research-and-development/research-and-development/research-activities/research-groups System of Roles and Positions • Analysis of career paths of Czech and foreign

						universities • MU Career Pathways workshop • FM MU career paths proposal approved by the 6/22 at the Faculty management meeting • Work is underway on career regulations and systematization (determining the calculation of the teaching load of departments) for academics • For non-academic positions, analysis of position utilization and work on the position system is underway The internal reporting system for key processes • Setting up indicators and reporting on the fulfilment of the MU Faculty of Medicine's Strategic Plan (2021). • Created a system for reporting data on recruitment at FM MU (2022). • Preparation of MU Data Warehouses is underway in cooperation with RMU (2023). The training, adaptation and evaluation process for academic and non-academic staff is written down and gradually formed into process maps. • Process maps non-academic: https://is.muni.cz/go/4b07n0 • Process maps academic: https://is.muni.cz/go/j0zbzs Digitalized also 11 HR processes - for more info, see document Implementation of the HR Award Action Plan in the first implementation period
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:	1,2,3 ,4,5, 8,10, 24,3 1,32, 34,3	Pilot Study 4.Q 22 Implementation 4.Q 24	Office for Research and Quality, Personnel Office, HREx WG	Documents for each relevant group of employees: • Description of the adaptation process • Adaptation guide	In progress	The adaptation process at FM MU is described in process maps: • Process maps non-academic: https://is.muni.cz/go/4b07n0

- Strategic documents (such as the Long-term Plan of FM MU, preferred research areas). - MU Code of Ethics. - Publication ethics, coauthorship, 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.	6,37			and check-list • List of mandatory and recommended training within the adaptation		• Process maps academic: https://is.muni.cz/go/j0zbzs a) Created a new employee onboarding support template "Adaptation Plan and To Do List", a new colleague onboarding and adaptation guide that managers can use to facilitate the onboarding process for new employees in their department. Developed an "Adaptation List" for new employees (CZ and EN), which contains important introductory information, contacts and links. Adaptation training for new non-academic staff (organised in CZ from 2021, EN from 2022 based on individual demand): • Information about the faculty • Orientation on campus • Benefits • IT services • Ethical values • Information sources (websites, Employee Portal, Yammer) and IT systems (Inet, IS) Professional adaptation training for academic and research employees was held for the first time in February 2023 - 62 participants. From September 2023 it will take place at the beginning of each semester and will also be open to existing staff. • Operational and administrative information from the Dean's Office • Publications and plagiarism • Open Science and Data Management • Intellectual Property

						• Introduction to the student agenda (working with IS MU for lecturers) Work is underway to electronize the adaptation process in cooperation with the RMU and the Institute of Computer Science (UVT) MU.
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 professional aspects, data and IT security. - Training for PGS supervisors	2,3,5 ,7,8, 9,10, 11,1 3,14, 27,3 1,32, 33,3 4,36, 37,3 8,39, 40	Pilot Study 4.Q 22 Implementation 4.Q 25	Personnel Office, Office for Research and Quality, HREx WG	• Employee development and training system (document) • Number of implemented trainings • Number of trained persons • Number and list of newly created ecourses	In progress	**Establishment and implementation of a system of training and development** The Personnel Office expanded in 2021 with the addition of an Training Coordinator. A training needs mapping has been carried out and the training plan is continuously implemented together with the activities of the HR Award Action Plan. Created a system of development and training, description of processes and its evidence – process maps. • Process maps non-academic: https://is.muni.cz/go/4b07n0 • Process maps academic: https://is.muni.cz/go/j0zbzs Created an information page on the Employee Portal, where all available trainings and courses for FM MU employees are communicated. Training offers are regularly communicated through mass emails, newsletters, news on the website and Portal and Yammer, also the UKB premises are used (screens). Providing and gradual implementation of training of academic staff according to AP HRA.

					Collaboration on the implementation of a university-wide platform for education, which will enable systematic work in the field of development and education at the university, including the establishment of rules for uploading educational offers, rules of access and registration of the activities carried out. Created IS application "Training" for embedding simple training videos (for now, support of technicians is needed). **Education at university level** [Institutionalisation of development and training at MU level and creation of a common platform for staff training at MU](#) In March 2022, the existing MU Centre for the Development of Pedagogical Competences was transformed into a new Centre for the Development of Competences (CERPEK). This expanded the educational portfolio in terms of the form and content of the courses provided so far, in line with existing and transferable foreign practice and in relation to the needs of individual target groups. **Evidence of training and courses provided/offered is created and continuously updated** Summary of relevant in-person/online trainings and courses related to AP HRA activities in 2020 - 2022 in total number with the number of

						participants for FM MU. 2021 – 172 trainings and 611 participants in total 2022 – 181 trainings and 661 participants in total 30 online courses offered to employees For detail please see document Implementation of the HR Award Action Plan in the first implementation period
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, 12,13,1 4, 15,16,1 7, 18,20,2 7	Pilot Study - 1.Q 22 Implementation - 4.Q 22	Personnel Office, Office for Research and 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	Completed	The Personnel Office of FM MU has been strengthened by the addition of a recruitment specialist - ensures compliance with recruitment standards, assistance with the preparation and conduct of the entire selection procedure. Cooperation on the Regulations on Competitive Selection Procedures at Masaryk University (published as of 1.1.2023) In 2022, the Faculty was developing an internal methodology for recruiting new employees according to the OTM-R. A faculty recruitment policy was developed following the university Regulations on Competitive Selection Procedures. Created methodology respecting the OTM-R recruitment policy has been issued in Dean's Directive 3/2023 Rules of Selection procedures at FM MU in Czech and English. An internal handbook has also been created for this policy to guide the work of personnel office staff. Information about the selection procedure is published on the FM MU official notice board and on the faculty website.

						The content and wording of advertisements have been cultivated and regular consultations are provided in this area by recruitment specialist.
						Development of HR marketing is ongoing activity • Advertisements on social media in line with MU's standard visual style. • Advertising on foreign portals • Participation at the job trade fairs **Recruitment quality control system** • A system for evaluating candidates using criteria was created. • Ongoing collection of feedback from candidates in selection procedures • A system for reporting recruitment data has been developed. Ongoing on an annual basis from 2022. **Training of members of selection committees** Training of committee members in the new way of conducting the selection process and competency assessment takes place in person by the recruitment specialist from 3/2022 (started with recruitment of postdocs) Faculty collaborated on the preparation of university-wide e-learning for members of selection committees, the completion of which is mandatory for each committee member from 2023.
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	10,1 1,33, 36,3 9	Pilot Study - 4.Q 22 Implementation - 4.Q 25	Office for Research and Quality, Personnel Office, Vice-Dean for Research,	• Internal evaluation methodology for different types of workplaces - document • Number of	In progress	Dean's Office staff evaluation system created, fully implemented and digitized Faculty collaborates on the development and redesign of the EVAK application

			HREx WG	workplaces with an implemented evaluation system • Number of evaluated employees • Number of implemented trainings of evaluators and administrator		Pilot implementation of EVAK application – evaluation of academic staff at 8 theoretical departments and 2 clinical departments implemented Ongoing collaboration with hospitals and efforts to bring individual assessment systems into alignment with each other Trainings for evaluators and administrators 12 trainings in person, 37 trained persons, online manuals and e-learning for evaluation of non-academic staff The process for the training, adaptation and evaluation of academic and non-academic staff is written down and gradually formed into process maps. • Process maps non-academic: https://is.muni.cz/go/4b07n0 • Process maps academic: https://is.muni.cz/go/j0zbzs
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 Research and 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)	In progress	A draft system for academic and non-academic staff has been developed. Revision of the classification of dean's office staff into salary grades and positions in 2022. Regular training in the area of budget rules for senior staff is organised by the LF MU Bursar and records of individual training sessions are available on the Employee Portal MU A review of the remuneration system has been initiated and a draft of new rules for calculating personal remuneration has been created. Systemisation and system of positions is being created

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.
- Emphasis on the customerfriendly approach of support staff.
- Revision of the EVAK system in the area of teaching

				• Number of supported persons		2 new internal research support schemes: **LF Accelerate** - support for applied research https://www.med.muni.cz/en/research-and-development/research-and-development/applied-research-and-intellectual-property/inga-lf-accelerate • 2021 first call - 3 scientists supported (1 female, 2 male) • 2022 (evaluation process digitalized) 3 scientists supported (2 women, 1 man) **Postdoc** – support for junior researchers with significant international experience https://www.med.muni.cz/en/research-and-development/postdoc Research groups with with an independent budget - https://www.med.muni.cz/en/research-and-development/research-and-development/research-activities/research-groups
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	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	In progress	Budget rules written in the Handbook for Heads and on the Employee Portal MU Regular training in the area of budget rules for senior staff is organised by the LF MU Bursar and records of individual training sessions are available on the Employee Portal MU A review of the remuneration system has been initiated and a draft of new rules for calculating personal remuneration has been created. Systemisation and system of positions is being created New schemes of Internal grant agency InGA FM MU Postdoc - support for junior researchers with significant international experience

positions and development of tools for career advancement incl. conditions for compulsory mobility.						Start-up - Start-up grants - support for pilot projects of new research programmes. LF Accelerate - support for applied research Support for the establishment of research groups Junior research group - conditions for new outstanding young scientists to establish their own research group at FM MU. This form of support is intended primarily for junior scientists with significant international experience.
13. MOBILITY • Establishing rules, evaluation and support of mobility: • 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).	16,18,23, 24,29,36	Pilot Study 4.Q 21 Implementation 4.Q 22	Office for Research and Quality, 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	Extended 4Q/2023	Published Measure of the Dean 6/2021 Scholarship Programmes of FM MU - new scholarship programme to support student mobility within the doctoral study programme The Faculty has a contact person who manages the foreign mobility agenda, provides individual counselling, cooperates with individual university departments and cooperates with partner faculties and other institutions. Employees are regularly informed about calls on the website, through mass emails, newsletter and at staff meetings. Funding from internal development programmes (RMU) are utilised. New bilateral agreements are maintained and established. Supporting information for students and staff: https://www.med.muni.cz/en/students/student-mobility-programmes https://portal.muni.cz/med/o-mne/osobni/moznosti-vyjezdu-do-zahranici https://czs.muni.cz/ In 2021, 4 foreign lecturers physically came to the faculty, 11 foreign lecturers delivered their

						lectures online; 2 employees of foreign universities participated in the so-called Erasmus+ training, 4 employees came within the CEEPUS programme. 38 academics, 26 PhD students and 24 non-academic staff travelled abroad from the FM MU. In 2022, 30 foreign lecturers came to the Faculty of Medicine; 8 employees of foreign universities participated in the so-called Erasmus+ training. 295 academics, 68 PhD students and 20 non-academic staff travelled abroad from the FM MU. **Sabbatical leave** Information on the possibility of drawing placed on the Employee Portal. Collaboration within the University Working Group (as of 4/2021). A review of faculty usage was conducted. Discussions are underway to develop faculty arrangements and simplify conditions for drawdown. **Support of mobility** Establishment of a Faculty Welcome office within the Office for Research and Quality https://www.med.muni.cz/o-fakulte/organizacni-struktura/119928-oddpro-vedu-a-kvalitu/welcome-office Expansion of International Office MU services https://czs.muni.cz/en/ Regular collection of equipment requests in bulk within Central Purchasing (INET application) Inclusion, certification and active membership of FM MU in relevant organisations • Inclusion of MU into the EDUC network – European Digital UniverCity https://czs.muni.cz/en/mu-student/study-

						placements/educ For more about support of mobility please see Action 1
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 Research and Quality, ViceDeans 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	In progress	FM MU career paths proposal approved by the 6/22 at faculty management meeting Developed as part of the systematisation. A pilot study of teaching load determination was carried out within the HR Excellence working group. Digitalization Ongoing continuously from the side of the MU Institute of Technology and IS MU (Information System MU). Cultivation of online teaching and use of new electronic tools (besides MS Teams with IS MU and other IS MU tools also Kahoot, Slido.com, license for Socrative.com purchased) and methodological support for teaching; 2021 secured and 2022 renewed license for Nursing Reference Center Plus. KviS - interactive teaching support (4/2022). Cultivation of the preparation of final theses and organization of the State final exam (consistent computerization, template, guidelines),

						preparation of new methodological guidelines - update of electronic publication. Electronization of promotion processes of FM MU for applicants - undergraduate and postgraduate studies (open day, video recordings for presentation of study programmes, podcasts, video chats with applicants, PhD day). Digitalization of the process of recognition and registration of diplomas of foreign PhD students. Course opinions pool Development of a survey for ENG clinical teaching, pilot incl. evaluation. In 2021 usage analysis, revision of design of university-wide subject survey, incl. responsive environment, FM MU uses its specific questions Collaboration on the development and redesign of the EVAK (Evaluation of the Academic Staff) application Pilot implementation of EVAK application – evaluation of academic staff at 8 theoretical departments and 2 clinical departments Ongoing collaboration with the University hospitals and efforts to bring individual assessment systems into alignment with each other **Internal evaluation of research and PhD studies at FM MU (2022) - link**
15. OPEN ACCESS A PUBLIC ENGAGEMENT • Increasing the international visibility of research results of FM	8,9	Pilot Study 4.Q 21 Implementation 4.Q 23	Office for Research and Quality, HREx WG	• Weblink • List of mandatory and recommended training within the	In progress	Created new website for the entire Science and Research section

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.				adaptation • Number of trained supervisors • List of implemented measures		regularly updated and communicating available support, news, opportunities, interviews and success stories. Twitter Science@MEDMUNI (as of 12/2021) Created 2 PR videos to promote science and research and for prospective students: – Science at MED MUNI – Generation MED MUNI Established Core team of OA RMU and implementation group (representatives of all faculties). The faculty has a specialist and contact person for OA. https://www.med.muni.cz/en/research-and-development/research-and-development/publishing-activity/open-science MU Open Access Strategy approved 11/2022 and an action plan for this area was created. To spread awareness of the new strategy and the OA area, a roadshow was held across the faculties. https://openscience.muni.cz/en/open-science-at-mu/strategie-open-science-na-mu-2022-2028 https://www.med.muni.cz/en/news/open-science-roadshow-at-the-faculty-of-medicine-mu At FM MU the responsible contact person for the OA area and the faculty R&D website is regularly updated with information and support. https://www.med.muni.cz/aktuality/open-science-roadshow-na-lekarske-fakulte-mu Good practice / ethics of scientific work - a workshop on Research Data Management organised for Faculty of Medicine by the MU Scientometers team took place, a recording and presentation of which is made and communicated. https://www.med.muni.cz/veda-a-vyzkum/veda-a-vyzkum/aktuality/v-listopadu-se-konal-workshop-sprava-vyzkumnych-dat

						International visibility of research results of FM MU: https://www.med.muni.cz/en/research-and-development/research-and-development/research-activities https://www.med.muni.cz/en/research-and-development/research-and-development/news Professional adaptation training for academic and research employees was held for the first time in February 2023 - 62 participants. From September 2023 it will take place at the beginning of each semester and will also be open to existing staff. • Operational and administrative information from the Dean's Office • Publications and plagiarism • Open Science and Data Management • Intellectual Property • Introduction to the student agenda (working with IS MU for lecturers)
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.	1, 2, 3, 10, 22, 34	Pilot Study 4.Q 23 Implementation 4.Q 25	Office for Research and 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	In progress	The mandatory familiarization with the MU Code of Ethics occurs during the adaptation of new employees - included in adaptation documents, adaptation training and on the Employee Portal. As part of the digitalization, the launch of the Familiarization with Regulations application is being prepared to ensure compliance with the internal regulations of the Faculty of Medicine and Masaryk University. E-learning solution in preparation, new MU Code of Ethics in preparation.

• 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.
				• Number of R with Research ID		Use of Research ID
						MU Instruction No. 1/2021 - Open Researcher and Contributor ID
						Monitoring of creation and usage statistics in IS MU
						Conducted an information campaign on employees
						The Office for Research and Quality supports employees - Information is available and regularly updated on the faculty R&D website and on the Employee Portal
						Used by 58 % (594) of 1019 teaching staff by 4/2023
						
						Dissemination of outputs of the MU project Improving prevention of plagiarism in student work
						
						– Disseminated to relevant target groups
						  o Scientific Publishing website
						  o Doctoral studies website
						– MU is a member of ENAI (European Network for Academic Integrity)

17. 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. • 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.	27	Pilot Study 2.Q 22 Implementation 4.Q 22	Office for Research and 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 o Number of involved workpl	Extended 4Q/2023	A Gender Analysis of FM MU was prepared as a basis for the MU Gender Equality Plan, now set for 2022 - 2024, and its activities are continuously being implemented. https://www.med.muni.cz/en/research-and-development/research-and-development/news/we-are-preparing-materials-for-the-universitys-gender-equality-plan https://www.muni.cz/media/3371580/gender_equality_plan_mu_gep_mu_en.pdf An analysis of the loss of women during the career is underway - a survey of relevant available documents and guidelines, interviews with supervisors have been conducted, and interviews with students. Extended to 4Q/2023

• See section OTM-R for further measures.					aces	MU Career Restart grant for scientists who have interrupted their research career, for example, due to parental leave or other major reasons, has been awarded to 3 female scientists at FM MU in 2021 and 2 female scientists in 2022. Raising awareness of equal representation among employees is reflected in internal and external communications https://www.med.muni.cz/en/research-and-development/research-and-development/research-activities/success-stories Equipment of the faculty for the needs of parents with small children - in 2022, 4 changing tables were placed in publicly accessible areas of the campus, including the marking of rooms in the campus premises (11 in total). For more, please see Action 1
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	Completed	Updating the classification of positions at FM MU according to the risk level took place in 2021. The decision of KHS (Regional Hygiene Station) based on the request of FM MU to classify selected works according to their risk level: https://is.muni.cz/auth/do/med/web_lf_mu/veda_a_vyzkum/hr_award/dokumenty/is_hrs4r_2023/infrastruktura/KHS_rozhodnuti_2021.pdf Security Audit of University campus took place in 2022 - audit report: https://is.muni.cz/auth/do/med/web_lf_mu/veda_a_vyzkum/hr_award/dokumenty/is_hrs4r_2023/infrastruktura/2022_Security_audit_UKB_FM_MU.pdf
19. TRANSLATIONS INTO ENGLISH • Translation of documents, trainings and websites into EN.	2, 3, 4, 5, 6, 8, 9, 10,	Translation of current documents,	Office for Research and Quality	• List of translated documents	In progress	

	13, 14, 23, 24, 25, 26, 28, 31, 32, 33, 34, 35, 36, 37, 38, 39	training and websites 4.Q 23 Translation of new documents, training and websites 4.Q 25		• Weblink		
20. HRS4R EMPLOYEE SURVEY 2025	all	2.Q 25	Office for Research and Quality, HREx WG	• HRS4R Employee Survey Final Report	NEW	
21. 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: • Ethical issues • Emergencies • Social security • Sustainability	1, 2, 3, 4, 5, 7, 8, 9, 10, 11, 12, 15, 23, 24, 27, 28, 30, 34	1Q 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	NEW	
22. Social engagement of the Faculty Support and active involvement of the Faculty of: • Student associations and their activities • Awareness-raising events • The social activities of the faculty departments • Actions to promote education	2, 3, 9	4Q 25	Office for Research and Quality, Office for Strategy and Public Relations	• Number and list of supported activities	NEW	
23. Internal evaluation of research and doctoral studies • Discussion with the academic community • Formation of a Working Group	7, 8, 11, 21, 22, 23, 24	4Q 24	Office for Research and Quality, Vice-Dean for	• Final report of the evaluation (document) • List of implemented	NEW	

• 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			Research, HREx WG	measures • Information about evaluation on the website (link)		

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website. Please provide the link to the dedicated webpage(s) on your organisation's web site *:

URL: https://www.med.muni.cz/en/research-and-development/hrs4r-hr-award/action-plan

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles

Implementing the OTM-R principles has been the most important part of this project phase. The new Regulations on Competitive Selection Procedures at Masaryk University, including all principles of OTM-R, were created and issued with effect from 1 January 2023.
 	
A PostDoc Policy has been developed and a university methodological sheet Principles and Recommendations for PostDoc Management at MU has been issued, which sets out procedures and criteria for the employment of staff working in postdoctoral positions in accordance with the principles of The European Charter & Code for Researchers.
 	
In 2022, the Faculty was developing an internal methodology for recruiting new employees according to the OTM-R. A Faculty recruitment policy was developed following the university Regulations on Competitive Selection Procedures. Created methodology respecting the OTM-R recruitment policy has been issued in Dean's Directive 3/2023 Rules of Selection procedures at FM MU in Czech and English. An internal handbook has also been created for this policy to guide the work of personnel office staff. Information about the selection procedure is published on the FM MU official notice board and on the Faculty website.
 	
The addition of a position of recruitment specialist has strengthened the Personnel Office of FM MU - ensures compliance with recruitment standards and assists with the preparation and conduct of the entire selection procedure.
 	
The content and wording of advertisements have been cultivated, and recruitment specialist provides regular consultations in this area. Among others, we have uniform job descriptions and job advertisements. The policy and the process have been fully implemented and are obligatory standards for the Faculty.
 	
A recruitment quality control system was created:
 	
    o   A system for evaluating candidates using criteria
    o   Ongoing collection of feedback from candidates in selection procedures

o A system for reporting recruitment data has been developed. Ongoing on an annual basis from 2022.

Training of members of selection committees has been established and is regularly carried out:

o Training of committee members in the new way of conducting the selection process and competency assessment takes place in person by the recruitment specialist from 3/2022 (started with recruitment of postdocs)
o FM MU collaborated on the preparation of university-wide e-learning for members of selection committees
o The completion of this is mandatory for each committee member from 2023.

We are working on the development of HR marketing:

o Advertisements on social media are in line with MU's standard visual style.
o Advertising on foreign portals
o Participation in the job trade fairs

As part of the working group, the Faculty collaborated on modifications to the university's recruitment application and continuously collaborated on its development.

Actions for the next implementation phase are:

o Implementation of all established measures and processes
o 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. (extended action)
o Recruitment of HR methodologist
o HR marketing activities
    o Webpage Career at FM MU
    o LinkedIn in English in cooperation with the Grant office

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

URL: https://www.med.muni.cz/en/research-and-development/hrs4r-hr-award/recruitment-process
Rules of selection procedures at FM MU
https://www.muni.cz/en/about-us/careers

4. Implementation

General overview of the expected overall implementation process of the action plan:

(max. 1000 words)

The Faculty is governed by the University's extensive framework regulations and strategies and has its operating procedures built on the University regulations in some instances. The Faculty has, by the Higher Education Act of the Czech Republic, autonomy in the area of human resources strategy. The Faculty is fully autonomous in selecting priorities and directions for its research activities. The Faculty operates independently within the University system and uses its financial controls. The Faculty perceives the HR Award certification as a European quality mark of the institution's research environment which guarantees the standardization of processes, respect for principles and support of the Faculty research internationalization.

The long-term process of cultivating the Faculty environment and internal processes has started to ensure these standards. That is also enshrined in University and Faculty strategic documents for 2021-28. The Faculty's key priorities are written in Strategic Plan 2021 - 2028 . These priorities include enhancing working conditions and career development, inspiring an international environment for science and teaching, high-quality internationally competitive doctoral studies, cultivating internal culture, communication and HR processes, and creating a long-term sustainable, international, prestigious, prestigious and transparent environment.

For a good understanding of the implementation at the Faculty of Medicine, it is essential to understand the positioning of the Faculty within Masaryk University.

The Faculty was established in 1919 in Brno city as one of four (currently 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. The Faculty is autonomous in selecting priorities and research activities. The Faculty is a complex research-oriented institution with more than 70 theoretical departments and clinics. It is an autonomous economic unit funded by 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 the modern University campus Brno-Bohunice, shared with the Faculty of Science MU, CEITEC and Faculty of Sports Studies MU. Teaching and research also occur at the three hospitals' shared workplaces (University Hospital Brno, Masaryk Memorial Cancer Institute, and 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 at the Faculty of Science and CEITEC as a pilot project. They are already in the 5th year of the implementation process and serve as advisors to other MU faculties that follow the process.

Some FM MU action plan activities 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. Proposed actions are following MU Strategic Plan for 2021-28 and were set to 12 strategic activities at the University level. In 2023 an MU interim assessment report was created for these activities (seven completed and five extended) and their ongoing implementation. These actions are regularly discussed in detail at the MU HR Award Managers

Working Group meetings and in the MU Vice-rector (for personnel and academic affairs) discussion platform throughout the implementation period.

During the first implementation period, meetings were held with partner universities and institutions implementing the HRS4R policy. At these meetings, good practices were shared, mutual inspiration was provided, and relevant areas of cooperation were established.

Implementation of HRS4R is Faculty strategic priority. The Office for Research and Quality (ORQ) was established at the beginning of the HRS4R implementation period and is led by Vice-Dean for Research, PhD. Studies and Institutional Development. ORQ provides comprehensive support for research activities, for which it continuously strengthens its staff and expands its services - Accreditation and evaluation of study programmes, Applied research and intellectual property, Science evaluation, HR Award, Science communication, Open Science, Support for excellent publications, Reporting of R&D results, Welcome office, Foreign PhD and foreign internships.

Implementing a Faculty Action plan is divided into two periods, the first from 12/2020 to 3/2023 and the second after the Interim Assessment and revision of the HRS4R Action Plan. However, the Action Plan was designed from the beginning to cover the entire five-year period, with the 20 identified areas for improvement comprising 111 actions, 89 of which are unique.

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

HREx WG members are responsible for ten thematic working groups, which work to meet the AP sub-objectives. These groups participate not only in the creation of new guidelines and regulations but also in implementing changes. They inform HREx WG about the progress at regular meetings monthly. HREx WG members monitor, discuss and evaluate the outputs. Relevant outputs are submitted to the research community at the regular R&D forum (platform for discussing R&D needs).

HREx WG measures the AP progress quarterly based on key performance indicators and the detailed Gantt chart. The HR Award Manager quarterly informs the SC about the implementation progress at the Faculty Extended Dean's Board meetings.

The critical final documents were submitted to the SC for discussion and approval. The Action Plan and HRS4R strategy, published on an easily accessible location of the Faculty website, is regularly updated.

A comprehensive evaluation of the AP implementation (timeline and indicators) is part of the Internal Review for Interim Assessment at the end of the second implementation period. The Revised AP will arise from the revision and new objectives and indicators for the second implementation period, 4/2023 - 3/2026. The processes and activities described for the first implementation phase will continue similarly in the following implementation period. A questionnaire survey (HRS4R Employee Survey) will be conducted before the end of the second Implementation Phase. The outputs will become the basis for the next Improved Action Plan.

How have you prepared for the internal review? *
The HR Award Manager prepared the Internal review in collaboration with the HR Award working group, dean's offices and representatives of the Faculty management. The Steering Committee - Extended Deans' Board discussed and agreed upon the internal evaluation evidence. The implementation of the measures was regularly monitored and presented to the Steering committee, and communicated to employees. To evaluate the functioning of the ten working groups implementing the activities, the implementation of the FM MU Action Plan was also summarised by these groups, presented to the management and published on the Faculty website. During the start of 2023, a short questionnaire survey was launched to 1253 academic and research staff. The survey was conducted anonymously. The survey contained 18 questions with sub-questions of closed, open, scaled and dichotomous types, divided into three sections. Questions from a survey conducted in 2020 were used to maintain the ability to track progress. Questions on implemented activities and perceptions of additional needs in selected areas were included. The questionnaire survey aimed to obtain information on the current status and needs of researchers and academics in the selected areas and an assessment of the activities already implemented. The survey completed 232 employees. A follow-up survey is planned at the end of the second implementation phase in 2026. The outputs of the extensive internal evaluation of science and doctoral studies at FM MU conducted by the international scientific advisory board (ISAB), which took place in 2022, were very valuable for the internal review and its outputs were presented and discussed with all heads of departments and subsequently communicated to all employees. The ISAB members committed to maintaining their cooperation after the evaluation and became an advisory body of the FM MU. To obtain all the necessary information HR Award manager participated in HRS4R Info days and other events organised to raise information and support the implementation of the HRS4R process, gaining and sharing experience and best practices with partner institutions and across the University. The HRS4R Assessors shared recommendations and best practices with all MU faculties at the thematic workshop organized by Masaryk University.

How have you involved the research community, your main stakeholders, in the implementation process? *

Monthly (2nd Thursday of each month) HR Ecxellence working group meeting is held where academics across the R1 - R4 qualifications and Faculty management representatives discuss activities that are undertaken and needs.

The HR Award Manager updates the Steering Committee quarterly on the progress of the work. All new activities are discussed and approved at management meetings. Minutes of Faculty leadership meetings are sent to all staff.

HR Award topics are implemented and communicated at various Faculty events (e.g. Grant breakfasts, PhD Day, training events, and staff meetings, R&D Forum). All topics addressed are communicated through internal communication channels, and employees are encouraged to get involved. All employees can participate in the ten working groups and are regularly invited through internal communication channels. Questionnaire surveys and focus groups are used to implement new measures, and all relevant employee groups are involved. During the implementation, all the categories of R1 – R4 researchers were involved in the process. They have provided valuable support, suggestions, and feedback on developing new policies, guidelines, and practices. In the development phase, the consultancy with researchers was crucial to new changes.

Ongoing regular meetings on the news in research for employees - R&D Forum

- May 2020
  - Research groups and their positions within the organisational structure of FM MU
  - Internal grant agency of FM MU
  - Plan for the development of the scientific environment at FM MU (as part of the implementation of the HR Award)
- June 2021
  - News in HR Award – implementation period - working groups
  - Support for applied research at FM MU – foreign lecturer: Prof. Dr Craig Garner, Charité Universitätsmedizin Berlin
- February 2022
  - Evaluation and Development Talks
  - Internal Research and PhD Evaluation
- February 2023
  - follow-up meeting on research and doctoral evaluation outcomes with all stakeholders

Do you have an implementation committee and/or steering group regularly overseeing progress? *

The HR Award Manager updates the Steering Committee (Extended Dean's Board) quarterly on the progress of the work. Once a week regular meeting with the responsible vice-dean takes place. All new activities are discussed and approved at management meetings. A monthly (2nd Thursday of each month) HR Award working group meeting is held where academics across the R1 - R4 qualifications and Faculty management representatives (Steering committee members) discuss activities that are undertaken and needs. The HR Award manager cooperates closely with the Vice-Deans according to the currently addressed agendas from preparation to approval.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy

MU Strategic Plan 2021-2028 and an FM MU Strategic Plan 2021-2028 embed the implementation of the HRS4R as a crucial part of the organizational personnel strategy. HR Award Action Plan and its activities are firmly anchored in the strategic priorities of the FM MU for this period. They are thoroughly supported at the Faculty and University level. All processes designed within the HRS4R implementation were issued as official organizational policies of the Faculty.

How has your organisation ensured that the proposed actions would be also implemented? *

Faculty of Medicine Masaryk University has made a strategic and financial long-term decision - a commitment to the HRS4R strategy and implementation of the action plan by allocating financial resources from the Faculty's budget. Implementation of the HRS4R strategy is not supported by any project, so there are no external funding sources to support any HR Award-related activities. The Faculty has made this strategic and financial long-term decision (commitment to the HRS4R strategy and implementation of the action plan) by allocating financial resources from the Faculty's budget.

The HR Award team is fully integrated as part of the FM MU Dean's Office and falls under the Office for Research and Quality and the Personnel Department. Thanks to this grouping, the transfer of information, collaboration and the creation of individual activities are very functional. All activities are carried out with the support of the Faculty leadership, in collaboration in relevant areas with its individual members and with the close cooperation and guidance of the Vice-Dean for Research, PhD. Studies and Institutional Development.

The relevant departments are strengthened for the newly introduced processes, and, in case of sufficient capacity, persons responsible for the process are appointed from the existing Faculty staff.

All new processes, measures and activities are communicated to all relevant target groups through internal (often also external) communication channels.

How are you monitoring progress (timeline)? *

Monitoring of the progress of the Action Plan timeline is provided through the quarterly revision of the Gantt Chart and Action Plan. Regular review and discussion within the ten working groups under which implementation occurs.

The Steering Committee has regularly overseen the implementation of actions. The HR Award manager and Vice-Dean for Research, PhD studies and Institutional Development have provided information about new actions or progress at the Dean´s Boar meetings (Steering Committee). The HR Award manager regularly commented, discussed and agreed on further steps with the members of Faculty management.

How will you measure progress (indicators) in view of the next assessment? *

The next Revision of the Action Plan for the External Review in 2026 will be measured similarly to the Action Plan from 2021-2022. We will regularly check and revise the fulfilment of the targets via the Gantt Chart. In 2025 we plan to launch another Employee Survey to evaluate the impact of HRS4R and obtain information on current Faculty perceptions and needs for further activities. The implementation process at FM MU is a functional and established process for which no significant changes are expected in how it has been implemented.

How do you expect to prepare for the external review? *

The last two years of experience will be used to manage and control the Action Plan implementation in the following phase. To prepare for external review, we expect the revision of the Action Plan (monitoring of the implementation process at the Faculty and University level) to be continuously done. Meetings with the HR Award team, leaders of working groups, HR Excellence working group and management of the Faculty. Communication and discussion about implementation with FM MU employees (R&D forum). Employee survey on the HRS4R Implementation before the end of the second implementation phase. Networking and cooperation with other MU faculties and institutions implementing the HRS4R strategy. Continuously will HR Award team attend workshops and training organized through Euraxess or other institutions to improve knowledge about best practices.