

Faculty of Science Masaryk University Directive No. 2/2023**Education and Development of Employees at the Faculty of Science MU**

(effective as of 1st September 2023)

In accordance with Act No. 111/1998 Coll., on Higher Education Institutions and the Modification and Amendment of Other Acts (Higher Education Act), as subsequently amended, (hereinafter referred to as the "Higher Education Act"), I hereby issue this directive:

**Section 1
Initial Provisions**

- (1) This Directive is issued to specify the procedure for the identification and fulfilment of the employees' training and development needs at the Faculty of Science MU (hereinafter referred to as the "Faculty").
- (2) This Directive is linked to Directive No. 1/2019 – [System of Positions and Job Titles at the Faculty of Science MU](#), defining the individual profiles of job positions, including professional and other requirements and competences, to the [Career Code at the Faculty of Science MU](#) and [Process of Employee Evaluation at the Faculty of Science MU](#) directives, defining the principles relating to the management of the employees' careers, including the evaluation process, which also encompasses the planning of further development and evaluation of the current needs.
- (3) The provisions of this Directive apply to the employees whose main part of work is carried out at the Faculty, and whose employment relationship and associated matters are within the purview of the Dean of the Faculty or the Faculty Bursar.
- (4) The head of the workplace is, for this Directive, defined as the direct superior of the employee as per the organisation regulations of the department / other workplace or a superior employee along some other line as per the organisational structure of the department / other workplace.

**Section 2
Basic Education and Development Principles at the Faculty of Science MU**

- (1) **The basic training types in terms of the employee's work cycle** are as follows:
 - a) Onboarding process for new employees including mandatory OHS and FP training
The onboarding process is governed by the [Onboarding Process at the Faculty of Science MU](#) directive.
 - b) Further training focusing on professional development – maintaining/supplementing the existing hard skills, professional skills including language skills and soft skills required for the performance of the given job.
Qualification and other requirements are specified by the [System of Positions and Job Titles at the Faculty of Science MU](#) directive.
 - c) Further training aimed at acquiring new knowledge and skills required for career advancement/change

The conditions as well as qualification or other requirements are specified in more detail in the [Career Code at the Faculty of Science MU](#) and the [System of Positions and Job Titles at the Faculty of Science MU](#).

d) Education of superior employees

Qualification and other requirements are specified by the [System of Positions and Job Titles at the Faculty of Science MU](#) directive.

(2) The employees' training needs are identified primarily in the following ways:

- a) A general analysis of the Faculty's training needs, which is one of the key sources for finding a suitable faculty/university education offer. The analysis is performed by the Development Specialist ([Personnel Office of the Faculty of Science MU](#)) or some other authorised person.
- b) Identification of needs by superior employees who are also required to create preconditions for increasing the employees' professional qualifications in accordance with the Labour Code.
 - i. Onboarding process for new employees, which takes place in the [Inet MU](#) application, and includes supplementation of activities and training in the onboarding plan as well as specification of further necessary areas of training within the evaluation of the onboarding process (final questionnaire).
 - ii. Regular assessment made by a superior employee with regard to the supplementation of qualifications in the necessary working area (areas).
 - iii. Within the regular evaluation of employees, which is an instrument of management and HR work. The evaluation is usually carried out in the 2nd quarter of the following year, with the aim of continuous evaluation of the employees' performance, including the evaluation of their development needs, and setting up the employee's career plan and specification of work activities/tasks for the next period, as appropriate.
- c) Based on identification of their training needs, the employees may suggest to their superior employees that they should continue with education; their participation in specific training is subject to approval by a superior employee.
- d) For employees in the Early-Stage Researchers category, (ESR), training needs are regularly monitored in accordance with the [Faculty Strategy for the Training and Support of Early-Stage Researchers](#) by the [HR Award team of the Faculty of Science](#) in co-operation with the Development Specialist for Early-Stage Researchers ([Office for Doctoral Studies, Quality, Academic Affairs and Internationalization](#)), who also actively promotes the available Faculty/university/external education offer.

Section 3

Ensuring Education and Development at the Faculty of Science MU

(1) Roles

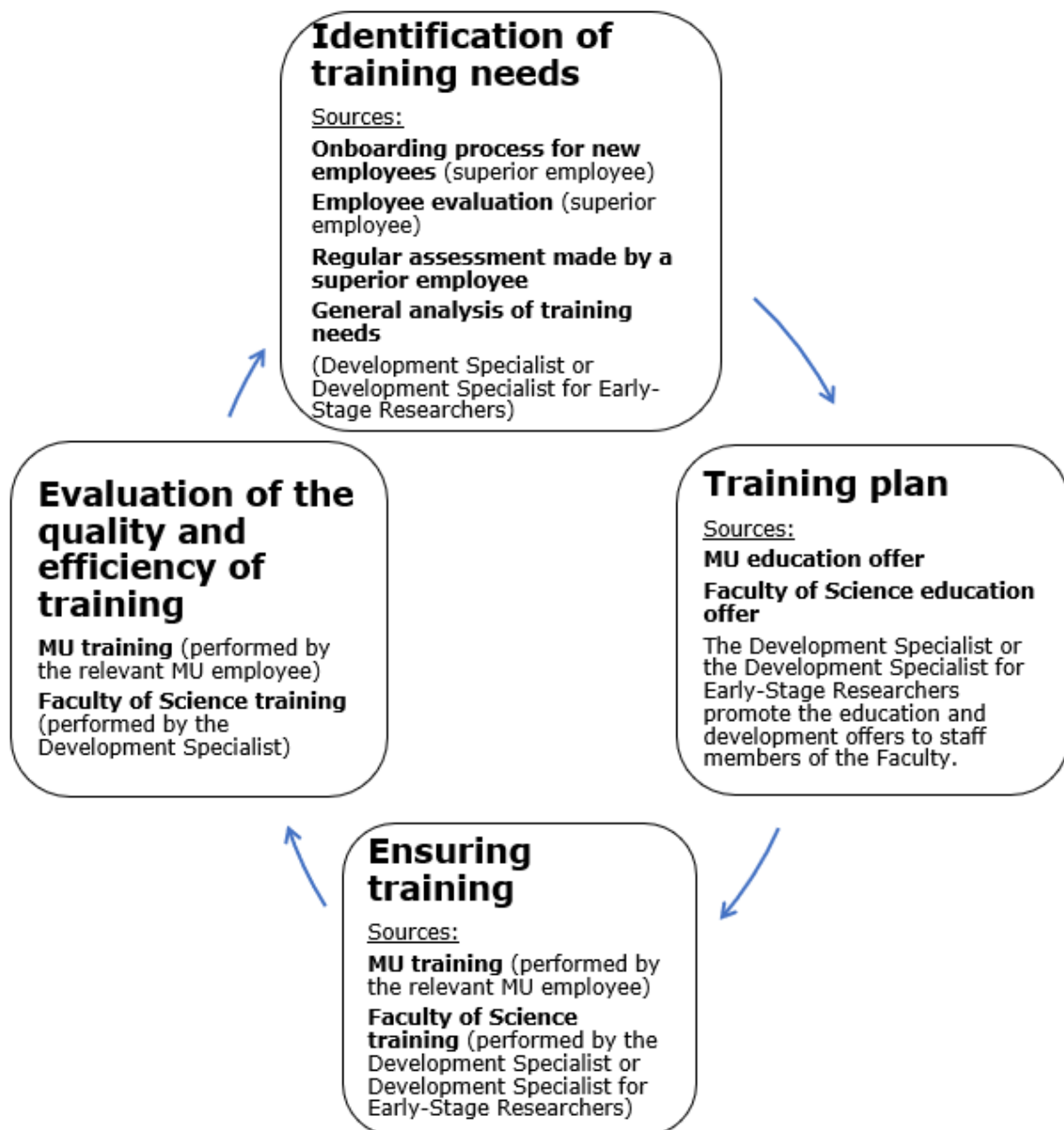
- a) A superior employee will evaluate the training needs according to their importance in relation to the work performed by the employee or the employee's career path, and formulates requirements for specific training/development activities.
- b) The Development Specialist is responsible for:
 - i. analysing and recording the employees' training needs;
 - ii. promoting education offers of the relevant MU units (e.g. Rector's Office, Competence Development Centre, Language Centre, Technology Transfer Office etc.);
 - iii. administering education offers organised by the Faculty;
 - iv. recording participation in university and Faculty training;
 - v. evaluating the quality and efficiency of training organised by the Faculty.
- c) The Development Specialist for Early-Stage Researchers (ESR) is responsible for:
 - i. promoting training offers of the relevant MU units (e.g. Rector's Office – Research & Development Office, etc.) for ESR (PhD students and researchers in early career stages), especially Postdoctoral Fellows;
 - ii. organising and promoting events for the target group of Early-Stage Researchers.

(2) Organisational Levels of Ensuring Training and Development Requirements

The provision of training/development requirements is:

- a) organised and financed by the individual workplace/department for Professional Skills (usually hard skills necessary for the performance of work in terms of expertise, e.g. understanding of the field, technical skills, knowledge of law, knowledge of software, knowledge of English, etc.). In exceptional cases, this may be organised and financed by the Masaryk University / Faculty.
- b) organised and financed by the Masaryk University or the Faculty for Transversal Skills (usually soft skills, personal development, superior employees' competences, e.g. presentation skills, leadership, organisational skills, effective communication, etc.). Superior employees present their training requirements to the Development Specialist (Personnel Department of the Faculty of Science MU) or other authorised person to search for opportunities and suitable offers with a view to using efficiently the university education offer. In exceptional cases, this may be organised and financed by the given department/other workplace.

(3) Process Chart of Education and Development:



Section 4
Framework Offer of Training Activities for Individual Groups of Employees of the Faculty of Science MU

(1) The recommended offer of training or development activities is differentiated for the individual groups of employees of the Faculty of Science MU with regard to the nature of the work performed and the competence models specified by the [System of Positions and Job Titles at the Faculty of Science MU](#). The framework overviews of training activities are structured as follows:

Annex 1 – [for academic staff, research staff](#)

Annex 2 – [for support staff in research, administration and operation](#)

Annex 3 – [for superior employees](#)

Section 5
Concluding Provisions

- (1) Interpretation of this Directive and its updates are the responsibility of Vice-Deans whose competence includes development, quality assurance and PhD studies (for research academic employees and non-academic employees) and the Faculty Bursar (for support employees).
- (2) Compliance with this Directive is monitored by head of the Personnel Office and head of the Office for Doctoral Studies, Quality, Academic Affairs and Internationalization.
- (3) Annexes to this Directive are listed in Section 4 (1).
- (4) This Directive is effective from the day of its publishing and enters into force on 1 September 2023.

In Brno, on 29 May 2023

Prof. Mgr. Tomáš Kašparovský, Ph.D.
Dean

Annex 1 – Overview of Training Activities for Academic Staff and Research Staff

KEY PEDAGOGICAL COMPETENCES			
Work area	Competence	Description of the employee's expected competence	Recommended training activities
Teaching	Transfer of info for teaching	To focus on practical application of taught content or on the current trends within the subject. To apply own scientific expertise or multidisciplinary approach while teaching.	CERPEK MU development courses (pedagogical competences) MU Rector's Office workshops for PhD supervisors
	Presentation skills	To deliver lectures in a structured and comprehensible manner and also with adequate preparation time. To engage students in active involvement and discussion during the class.	
	Organisational skills	To set clear instructions for work organization during lessons, course arrangements, and assessment methods. To follow effective time-management while lecturing.	
	Didactic skills	To use modern teaching aids and materials and maintain them up to date. If applicable, to use modern assessment tools and methods.	
Consultations	Mentoring skills	To encourage students to think critically and respect expressed thoughts and opinions.	CERPEK MU online and distance training Language courses of the MU Language Centre
Thesis Supervision		To provide timely and constructive feedback to students' work. To help students in their further career planning and provide them with examples of further employment options.	
		To be interested in feedback and suggestions to improve his/her teaching skills. To follow new trends in didactic, self-educate in the subject and apply new methods in teaching.	
Excellence in Teaching	Openness to new teaching practices	To communicate (both written and verbal presentation) clearly, in structured and understandable way and politely. To follow adequate communication manners. In line with internationalisation of the working environment, to improve continuously the command of English.	English software licences
	Communication skills (incl. English)		

KEY RESEARCH COMPETENCES			
Work area	Competence	Description of the employee's expected competence	Recommended training activities
Research & Development Tasks	Practical research skills	To be familiar with different research strategies, methods, techniques, or tools and apply the most suitable approach in given research task/challenge.	<i>Provision of training activities based on the field and customs of the workplace (e.g. professional literature, mentoring of colleagues, group seminars, encouraging participation in professional conferences, internships)</i> Workshops and consultations Research & Development Office of the Rector's Office (see News and newsletter) Legal overview for employees E-learning of the Faculty of Science MU Support and services of IT MUNI
		To work on assigned research tasks in a precise, focused, and organized manner, to strive for timely and excellent quality delivery.	
		To be able to plan research experiments effectively and to design a research project.	
	Transfer of info for research	To enhance critical & analytical thinking abilities.	
		To apply adequate principles and methods in research data management (data usage, back-up, and etc.)	
		To understand the nature of the research profession as successful outcomes are often accomplished only in a long-term perspective. Does not mind routine or occasional research failures or challenges.	
IT skills	To enhance subject-matter expertise, self-educate, follow current trends within the field, and broaden research experience. To apply new knowledge and skills in research practice.		
Innovative thinking	To use technologies and applications to effective data processing, preparation of research outcomes presentations (e.g. MS Office, statistical tools).		
Creative potential	To reframe problems in a different light to find new approaches. If considered as relevant, to develop his/her research hypothesis in a viable research study. To publish actively (mainly at international level) and to be able to present research outcomes and impact to a broader audience outside of the scientific community.		

	Networking	To improve continuously his/her written skills (focused on English) and to invest adequate time into the preparation of scientific or technical texts. To be involved in scientific or professional associations and build relationships at national and international level.	Training events of the Technology Transfer Centre
Research & Development Tasks	Project management skills	To understand the importance of active and timely communication and cooperation with the research team and support staff in both preparation, and realisation phases of the research project. To respect rules given by the Faculty or the University for submission of research proposals and follow the rules and deadlines given by providers.	Writing Lab CJV MU
Securing Research Funding		When starting a new research project, to learn properly about the project plan, deliverables, roles, and duties of co-workers. During project delivery, to comply with project rules (internal, provider's etc.)	English software licences <i>Active participation in international conferences, professional meetings</i> Mobility offer for employees provided by MU's Centre for International Cooperation

COMPETENCES FOR MAINTAINING GOOD WORKING ENVIRONMENT			
Work area	Competence	Description of the employee's expected competence	Recommended training activities
Work environment	Responsiveness to change	To keep open-minded approach towards innovations and new trends in organisation management. To support changes in organisational culture in terms of working with people, i.e. colleagues, subordinates or internal clients, focused on the improvement of working culture towards openness and transparency.	Employee training organised by the Rector's Office (<i>current offer – MUNI Portal</i>) CERPEK MU development courses (personal competences) Courses in online training platforms (e.g. Seduo , Coursera , edX) Internal topical training at the Faculty of Science MU
	Tactfulness	To always act with respect and communicate clearly and in an understandable way. Strive to reach a constructive solution in difficult situations.	
Teamwork	Teams spirit	To work actively towards meeting team duties and targets, cooperate with team members and be open to sharing of know-how or best practices.	
	Self-reflection	To respect different opinions or perspectives and ask for feedback on his/her work.	

Annex 2 – Overview of Training Activities for Support Staff

KEY COMPETENCES FOR SUPPORT STAFF ROLE			
Work area	Competence	Description of the employee's expected competence	Recommended training activities
Duties Performance	Expertise (Knowledge & Skills)	To have and to be able to apply practically the technical/domain/subject matter knowledge related to the agenda of the workplace. To proactively follow the latest trends in the field of expertise, to familiarize with new internal procedures and guidelines. To be open to new trainings (e.g., in area of IT technologies).	Employee training organised by the Rector's Office (current offer – MUNI Portal)
	Carefulness & Reliability	To perform assigned tasks in good quality and on time, according to the agreement and instructions. To carry out duties carefully, in case of any delays/complications, to notify in time or ask for advice/support.	CERPEK MU development courses (personal competences)
Dealing with Others Problem solving	Communication skills (incl. English)	To communicate (both written and verbal presentation) clearly, in structured and understandable way and politely. To follow adequate communication manners. In line with internationalisation of the working environment, to improve continuously the command of English (if the usage of English is relevant for the position).	Language courses of the MU Language Centre English software licences
	Professional Attitude with Client Orientation	When dealing with the customer, no matter what position or difficult situation, to act with empathy, with helpfulness and politeness. To solve queries and problems in constructive manner, and solutions are proposed based on careful analysis and evidence. To seek for constructive solution in regard to the needs or to provide an adequate and relevant advice.	Courses in online platforms (e.g. Seduo , Coursera , edX) Internal topical training at the Faculty of Science MU
Systems and Processes Problem solving	System thinking	To be aware of the interrelations/impact of performed duties to work/activities of other colleagues or departments. To have an overview and orientate him/herself easily in faculty's complex systems, processes and procedures.	Legal overview for employees E-learning of the Faculty of Science MU

COMPETENCES FOR MAINTAINING GOOD WORKING ENVIRONMENT			
Work area	Competence	Description of the employee's expected competence	Recommended training activities
Work environment	Responsiveness to change	To keep an open-minded approach towards innovations and new trends in organisation management. To support changes in organisational culture in terms of working with people, i.e. colleagues, subordinates or internal clients, focused on the improvement of working culture towards openness and transparency.	Employee training organised by the Rector's Office (current offer – MUNI Portal)
Teamwork	Tactfulness	To always act with respect and communicate clearly and in an understandable way. Strive to reach a constructive solution in difficult situations.	CERPEK MU development courses (personal competences)
	Team spirit	To work actively towards meeting team duties and targets, cooperate with team members. To be open to sharing of know-how or best practices and to develop good cooperation within/outside of the workplaces.	Courses in online platforms (e.g. Seduo , Coursera , edX)
	Self-reflection	To respect different opinions or perspectives and ask for feedback on his/her work.	Internal topical training at the Faculty of Science MU

Annex 3 – Overview of Training Activities for Superior Employees

Note: These are additional **supplementary training activities for superior employees** (beyond the scope of the training activities listed by employee classification in Annex 1 or 2). Created as an overlap of framework competences for leadership roles/roles related to project or team management.

KEY COMPETENCES ASSOCIATED WITH TEAM AND/OR PROJECT MANAGEMENT

Work area	Competence	Description of the employee's expected competence	Recommended training activities
Performing complex R&D tasks Securing research funding	Strategic planning skills <i>*for academic employees</i>	To follow the latest trends in the field of expertise. To review and set up internal processes, secure funding and broaden cooperation to achieve the best results as a research group/department in a long term perspective (i.e., the attractiveness of study programme and graduates' success rate, international research recognition, etc.)	Employee training organised by the Rector's Office (current offer – MUNI Portal)
Management of the department's agenda	Focus on Quality Assurance	To focus on a feedback mechanism towards the services provided by the workplace and to ensure effective cooperation in the agenda performance across the Faculty. To review the quality of the services (to be of intended standards) and strives for continuous improvements and further advancement of provided services.	
	Strategic planning skills	To manage the workplace operations systematically, in line with the targets stated by the workplace and by the Faculty strategy.	CERPEK MU management development programmes (for both new and experienced managers)
Project and task management	Responsibility	As a leading role, to approach the fulfilment of workplace agenda and its overall results. To provide support and qualified solution in difficult situations, and to search for effective, long-term resolutions.	Legal duties of superior employees E-learning of the Faculty of Science MU
	Communication skills including English	To inform his/her co-workers in an adequate and timely manner, to communicate instructions or orders in a clear and structured way.	
	Person of trust	To keep his/her word and meet your agreements or obligations.	
Team leadership	Leadership Skills	To assign tasks and formulate team objectives in a manner corresponding with colleagues' skills and competencies and support their accomplishments and engagement.	Internal topical training at the Faculty of Science MU for superior employees
		To be the role model and provide active support to co-workers in achieving the objectives. To appreciate co-worker's work and effort.	
		To monitor and review the delivery of objectives on a regular basis. If needed, provide adequate support to help a co-worker success in challenging situations.	
		To mentor colleagues and support them in further competence development and work engagement.	
		To create a positive working atmosphere and environment. Any interpersonal problems are solved in a timely and constructive manner.	