Completed	In Progress AP 2018
Phase Deadline	New AP 2021
Reviewed	

MUNI SCI | HR EXCELLENCE IN RESEARCH

HR AWARD - ACTION PLAN 2019-20 + Revised 2021-23
Faculty of Science MU

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#	Proposed Actions Short	PROPOSED ACTIONS Detail	GAP Principle	Timing Preparation	Timing Implementation Reviewed	Implementation Start Year	Status 2020 Internal Review	Responsible Unit	Indicator(s) / Target(s)	COMMENT
1	Role system (Role systemization)	Implementation of a Faculty **Role system (Role systemization)**, including related job descriptions and competency models as a basic pillar for multiple stages of the employee life cycle, using also the European Framework for Research Careers, which identifies both necessary and desirable competencies for each of the four broad profiles for researchers (R1 to R4). The new faculty Role system will enable: * Transparent recruitment, candidate evaluation and its formalization. * Structured employee evaluation. * Employee training and development. * Considering additional organizational level and consequently sub-department lead role to be added to the departmental organisational structure.	11, 16, 21, 22, 33, 37, 39, 40	31.5.2019	31.12.2021	2019	In Progress AP 2018	*HRA Dpt. *HR Dpt. *HRA Work Group (Dpt. Heads)	1. https://is.muni.cz/do/sci/normy/SM/SM19-01/ 2. https://www.sci.muni.cz/clanky/pripojeme-na-udrzeni-hr-award-the-hr-award-sustainability-progress 3. [% positions with job descriptions in place] - Moved on	
2	Career Code	Creation of a faculty **Career Code**, built on the new Faculty Role system and allowing individual departments to add their specifics in their departmental operational procedures, containing: * Career development paths, presented on the faculty Career page, and being refrenced from a job advertisement. * Rules for granting unlimited contracts, and for limited contracts the aim to provide the longest contract duration (3 yrs.) possible with respect to existing project financing condition. * Mandatory mobility aspects. * Appointment of Faculty Career Advisor role, ensuring access to the career advice. * Specification of both research and teaching as competencies for individual roles.	13, 21, 25, 28, 29, 30, 33, 38	31.5.2019	30.09.2020	2019	Completed	*HRA Dpt. *HR Dpt. *HRA Work Group (Dpt. Heads)	1. https://is.muni.cz/do/sci/normy/SM/SM19-02/ 2. Newsletter https://www.sci.muni.cz/clanky/pripojeme-na-udzeni-hr-award-the-hr-award-sustainability-progress 3. 100% positions with career path description in place	
3	Employee Evaluation/Appraisal System	Implementation of a new faculty **Employee Evaluation/Appraisal System**, containing: * Framework for setting evaluation targets for individuals - public engagement activities, research/teaching targets, leadership and mentoring targets etc. and employee evaluation against targets. * Presence of international evaluators for senior researchers. * Specification of rules for motivation bonus (variable pay).	9,11, 26, 32, 33, 37, 38, 39,	31.5.2019	30.04.2020	2019	In Progress AP 2018	*HRA Dpt. *HR Dpt. *HRA Work Group (Dpt. Heads)	1. https://is.muni.cz/do/sci/normy/SMD/SM_2019_5/ 2. Newsletter https://www.sci.muni.cz/en/current-news/we-are-working-on-sustaining-the-hr-award 3. [# employees evaluated against targets] - Moved on	
4	OTM-Recruitment Policy	Creation and implementation of the Faculty **OTM-Recruitment Policy** applicable for recruitment of both academic and non-academic positions including: * Specification of responsibilities for the Faculty recruitment process. * Rules for appointment of a selection committees according to the type and character of positions and commitee composition (e.g. recommendations for gender balance and diversity, expertise of the members, voting rights, presence of external/international members, career breaks in the CV, seniority etc.). * Rules for candidate evaluation within the selection. * Concept of internal recruitment. * Publishing the policy using the Faculty communication system.	12, 14, 17, 20, 27	31.5.2019	30.09.2020	2019	Completed	*HRA Dpt. *HR Dpt. *HRA Work Group (Dpt. Heads)	1.https://is.muni.cz/do/sci/normy/SM/SM19-03/ https://www.sci.muni.cz/en/careers-at-the-sci-muni/recruitment-process-at-the-sci-mu 2. Newsletter https://www.sci.muni.cz/clanky/pripojeme-na-udrzeni-hr-award-the-hr-award-sustainability-progress 3. 100% staff informed 4. List of channels for job posting - Repository for Assessors 5. web link Euraxess https://euraxess.ec.europa.eu/partnering/organisations/profile/32325 6. [hiring manager feedback] - Moved on 7. 100 % of informed applicants 8. [successful candidate feedback] - Moved on	
5	OTM-Recruitment Process (Guidelines)	Creation and implementation of the **OTM-Recruitment Process (Guidelines)**, both for external and internal hiring, as a practical methodology and helpful framework, including: * Detailed recruitment process description. * Guidelines and templates for external and international job posting. * List of recruitment channels and sources. * Templates for transparent candidate evaluation (interview feedback form), antidiscrimination list of questions (What to ask and not to ask at the interview). * Templates for situational communication with candidates.	13, 15, 16	31.5.2019	30.09.2020	2019	Completed	*HRA Dpt. *HR Dpt. *HRA Work Group (Dpt. Heads)	1.https://is.muni.cz/auth/do/sci/normy/PO/prirucka_vr_re cruitment_guidelines/ - Internal Doc. https://www.sci.muni.cz/en/careers-at-the-sci-muni/recruitment-process-at-the-sci-mu 2. Newsletter https://www.sci.muni.cz/clanky/v-ramci-projektu-hr-award-zavadime-dalsi-novinky-v-oblasti-pece-o-zamestnance-na-prirodovedecke-fakulte-mu 3. 100% staff informed 4. Channels for job posting Repository for assessors 5. https://euraxess.ec.europa.eu/partnering/organisations/profile/32325 6. [hiring manager feedback] - Moved on 7. 100% of informed applicants 8. [successful candidate feedback - Moved on	
6	Usage of English	**Translation** of all relevant Faculty/University documents, websites and employee mandatory training **into English.** Initiated with a rule of "Only Czech/English communication to all employees and faculty relevant regulations to be issued from January 2019", and ongoing for all new relevant documents and communication, also in line with planned University Language policy. Onwards for all new official documents, backwards for old relevant documents till 30.9.2023	1,2,3,4,5,6,7, 10, 23, 24, 26, 31, 33, 35	01.01.2019	30.09.2023	2019	In Progress AP 2018	*HRA Dpt.	90% of relevant documents in English [% of trainings in English] - Moved on	
7	Code of Ethics	Creating a **Code of Ethics** for the FoS, expanding the University's Code, to focus on principles of the HRS4R.	2	01.09.2018	31.12.2018	2018	Completed	* Legal Dpt.	1.https://is.muni.cz/do/sci/normy/SM/SM18-01/ https://www.sci.muni.cz/en/careers-at-the-sci-muni/ethics-at-the-workplace/code-of-ethics 2. Newsletter https://cdn.muni.cz/media/3115445/hr-award-update-employees-sci-mu_eng_201218_final.pdf https://www.sci.muni.cz/newsletter/archiv/2018-03-sci-newsletter	
8	Onboarding Process	Implementation of an **Onboarding process** as a phase following the Recruitment process in the Employee Life Cycle, including: * Guidelines (handbook) for new employees. * Training of new employees in ethical and professional aspects of research, intellectual property rights, co-authorship and H&S. * Official mentor assignment to a new employee and related actions. * Establishing a new employee/hiring manager (supervisor) feedback mechanism.	1,2,3,4,5, 31, 32, 36,37, 40		31.12.2021	2020	In Progress AP 2018	*HR Dpt. *HRA Dpt. *HRA Work Group (Dpt. Heads) * RMU HR Dpt. * RMU IT Dpt.	1. https://is.muni.cz/do/sci/normy/SM/SM20-05/?lang=en 2. [# of new employees trained] 3. [successful candidate feedback after first 12 months] 4. [# employees leaving within the first 12 months] 5. [# of employees leaving due to performance issues], 6. [exit interview feedback] - Moved on	
9	Refresher training for ethical and professional principles	Implementation of **Refresher training** in ethical and professional aspects of research, intellectual property rights, co-authorship and H&S.	1,2,3,4,5, 31, 32	11.12.2021	31.12.2021	2021	In Progress AP 2018	**Delivery Sub-Work Group to be established** *HR Dpt. *HRA Dpt.	[# of employees trained].	The activity is expected to include summarization of available university trainings and Open Science awareness and respective communication to employees, with the contribution of the faculty Sub-Work Group, which will be established.
10	eLearning tool	Implementation of **eLearning tool** allowing systematic and efficient onboarding and refresher training.	1,2,3,4,5,7, 23, 31	30.09.2020	30.12.2021	2020	In Progress AP 2018	*HR Dpt. *HRA Dpt. *Faculty IT Dpt. *RMU IT Dpt.	1. [# of employees trained] - Moved on 2. [web link] https://www.sci.muni.cz/en/careers-at-the-sci-muni/a-great-news-oah-and-fp-e-learning-available-in-is	
11	Health and Safety training and documentation process	Implementation of the Faculty **Health and Safety training and documentation process.**	7, 23	30.06.2020	31.12.2019	2019	In Progress AP 2018	*H&S Dpt. *Legal Dpt. *HRA Work Group (Dpt. Heads)	1.https://www.sci.muni.cz/en/current-news/great-news-oah-and-fp-e-learning-available-in-is https://is.muni.cz/do/sci/normy/SM/SM20-04/ 2. 100% of employees trained in obligatory OHS	
12	Information Security process	Implementation of the Faculty **Information Security process** for data management, data back-up and **document management guideline.**	7		30.12.2021	2021	In Progress AP 2018	*Faculty IT Dpt. *HRA Dpt. *Legal Dpt.	[web link]. [# of employees informed]	
13	Improvement of Internal Communication	**Improvement of** the Faculty **Internal Communication:** * Implementation of the Faculty **Intranet**, section supporting administration processes, HR (My HR portal) and research project administration, including: - Internal Career Advice site, which will contain basic career advisory, important info and reference containing references to the University Career Center, all Faculty vacancies, and also reference to external research opportunities presented by the Czech recruitment engine Researchjobs.cz. - section on available trainings related to researcher competency building, also available in English. * Implementation of the Faculty **periodic newsletter**, bringing faculty core information, information related to strategic goals, and containing "Successful women" section. * Implementation of **intradepartmental communication framework**, so that employees and doctoral students are updated on strategic plans and status of projects, on project administration methodology and targets.	4, 6, 24, 25, 26, 30, 33, 39	30.11.2020	30.09.2022	2022	In Progress AP 2018	*HRA Dpt. *HR Dpt. *PR Dpt. *HRA Steering Committee (Dean's Board)	1. https://www.sci.muni.cz/newslettery https://www.sci.muni.cz/kalendar-akci 2. 100% of employees informed 3. HR part of the faculty section of the Employee Portal up-to-date	
14	Improvement of External Communication	Improvement of the Faculty's **External Communication & Employer Branding:** * Creation of a new complex Faculty **website** including a Faculty **Career page**, containing containing success stories of the Faculty alumni and Successful women section. * Creation of a faculty **Communication plan**, including public engagement activities department wise.	8, 9, 13, 27, 30		31.12.2019	2019	Completed	*PR Dpt. *HRA Dpt. *HRA Steering Committee (Dean's Board)	1. https://www.sci.muni.cz/en https://www.sci.muni.cz/en/careers-at-the-sci-muni https://www.sci.muni.cz/en/all-events 2. web site visit rate - Repository for assessors	
15	Educational concept for Early stage researchers – Ph.D. students and Postdoctoral research fellows	Implementation of an **educational concept** for Early stage researchers – **Ph.D. students and Postdoctoral research fellows:** * **Postdoctoral research fellows**: Development of a dedicated internal concept for attracting, hiring, onboarding and career development of postdoctoral researcher fellows with focus on incoming/international researchers (dedicated web, information flyer, training). * **Doctoral students**: Development and implementation of a concept for education (Doctoral school), mentoring and personal development of doctoral (Ph.D.) students, including preparation of guidebooks for Ph.D. students, supervisors, heads of Ph.D. programmes and other stakeholders; system of continuous trainings as well as preparation of a follow-up support for career development after graduation, including "how to write a scientific publication" training.	8, 21, 28, 32, 38	30.11.2020	31.12.2022	2022	In Progress AP 2018	**Delivery Sub-Work Group to be established** *HRA Dpt. *Vice-Dean for Science, Research, Foreign Relations, and Doctoral Studies, *HRA Work Group (Dpt. Heads)	1. PostDocs: https://www.sci.muni.cz/en/research/postdoc flyer - https://www.sci.muni.cz/do/sci/web/HRA/vystupy_hrokt_-_dokumenty_cz/vystupy_hrokt_sci_mu_-_vznik3.57AK_postdoc_rev_201218.pdf 2. PhD students: https://is.muni.cz/predmet/sci/JD4027lang=en&obdobi=7984 https://www.sci.muni.cz/en/students/phd/develop-your-skills/phd-day https://www.sci.muni.cz/en/students/phd https://www.sci.muni.cz/do/sci/web/sad/manualy/Guide_to_PhD_SciMuni.pdf https://www.sci.muni.cz/en/students/phd/contacts https://www.researchjobs.cz/jobs/brno-219-topics-of-phd-	
16	Ombudsman role	Establishing a **Faculty Ombudsman role** and procedure to create an independent channel for reporting and solving eventual ethical and discrimination issues, complaints, disputes and people issues, and also for gender and diversity advisory, in addition to the University bodies.	10, 27, 32, 34	30.11.2020	30.06.2021	2021	In Progress AP 2018	**Delivery Sub-Work Group to be established** *Legal Dpt. *HR Dpt. *HRA Dpt. * Vice-Dean for Quality *HRA Steering Committee (Dean's Board)	1. https://www.sci.muni.cz/en/careers-at-the-sci-muni/ethics-at-the-workplace https://www.sci.muni.cz/en/students/phd/contacts To be completed in the in the next phase 2. [# of complaints solved] 3. [# staff informed]	
17	Competency building for support staff	**Competency building for support staff:** * Implementation of an initial and refresher advanced **recruitment techniques** and process training for involved staff, including social media utilization & active sourcing etc., also in eLearning form. * Ensuring ability to provide services in English - Enhancement of English courses for the support staff, focused on conversation and expertise. * Implementation of soft skill training in cultural and gender diversity and generation specifics. * HR techniques and strategies Talent management, Employer branding, Analytics & Reporting (e.g. recruitment cost and efficiency). * Usage of enhanced existing IS/IT tools.	10, 13, 16, 24, 26, 27	30.11.2020	30.06.2022	2022	In Progress AP 2018	*HRA Dpt. *HR Dpt. *HRA Work Group (Dpt. Heads), *Usage of external trainers	[# staff trained]. [Rating from the Employee Satisfaction Survey]	
18	Competency building for senior reserchers	**Competency building for senior reserchers:** * **Leadership training** for senior researchers, managers and supervisors, including: mentoring, coaching and communication skills, time management, cultural and gender diversity generation specifics. Mentoring competency building to be supported by cooperation with the Czech representation of European Network of Mentoring Programmes for the Advancement of Equal Opportunities and Cultural and Institutional Change in Academia and Research [http://www.eument-net.eu/] Leadership training to be provided in appropriate form and using professional experienced and mature lecturer, who would be respected by senior researchers. * **HR minimum** for senior researchers (HR Academy).	22, 27, 30, 33, 36, 37, 40	30.12.2020	30.06.2022	2022	In Progress AP 2018	*HRA Dpt. *HR Dpt. *HRA Work Group (Dpt. Heads), *Usage of external trainers	[# staff trained]. [Rating from the Employee Satisfaction Survey]	
19	Review and adjustment of existing university IS/IT tools and identifying new HR Process areas for automatization	Decrease of administrative burden by **reviewing existing university IS/IT tools:** * Adjustment of internal university **eRecruitment tool**, so that its full functionality is utilized (e.g. data collection, automatic feedback etc.). * Ensure IT-IS tools are further developed and configured so that they allow utilization of all existing functionalities: University applications on the internal systems (INET, IS), University HR system (Magion) and others.	13, 37, 40	30.11.2020	30.09.2022	2022	In Progress AP 2018	*HRA Dpt. *HR Dpt. *Faculty IT Dpt. *RMU IT Dpt.	[web link]. [% of recruitment process covered]. [# of posted vacancies]. [hiring manager feedback], [# of informed applicants], [# of tools reconfigured]	
20	Employee Satisfaction Survey	Implementation of Faculty **Employee Satisfaction Survey**, in the end of the Revised Action Plan implementation phase, anonymous, focused on some of the Charter and Code priciples - on working conditions and supervision, with communication of results on the Faculty level and follow ups at the Researchers Focus Group reviews.	23, 24, 27, 28, 36	31.12.2020	30.06.2023	2023	In Progress AP 2018	*HRA Dpt. *HR Dpt. *HRA Work Group (Dpt. Heads)	[response rate %]	
21	Working time rules	Creation and implementation of **Faculty Working time rules**, in addition to the University framework regulation, including flexible working hours and home office.	24	30.11.2020	30.06.2021	2021	Completed	* HR Dpt. * HRA Dpt. * Legal Dpt., * HRA Work Group (Dpt. Heads), * HRA Steering Committee (Dean's Board)	1. Document in repository for Assessors 2. 100% of employees informed]	
22	Gender sensitization actions	Implementation of **Faculty gender sensitization actions** and their communication: e.g. "Successful women" campaign. Cooperation with the Czech Researcher Centre for Gender and Science, Institute of Sociology, Czech Academy of Sciences [www.genderaveda.cz].	27		30.09.2022	2022	In Progress AP 2018	*HRA Dpt. * PR Dpt. *Legal Dpt.	[web link]. [# of actions]	
23	Training and development guidelines	Creation of the **Faculty training and development guidelines**, including framework process description, as a practical methodology for the Faculty and departmental training, mentoring and development activities.	36, 37, 38, 40		31.12.2021	2021	In Progress AP 2018	*HRA Dpt. *Legal Dpt. *HRA Work Group (Dpt. Heads)	[web link]. [# of employees informed].	

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Phase Deadline	New AP 2021
Reviewed	

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24	GENDER EQUALITY PLAN	Gender sensitivity and equality remains important topic at faculty: in the Employee Survey 2020, in the query on whether the faculty acts enough to provide equal conditions to career development of females, 44% women replied Yes, 41% Partially, 13% No. * Cooperation in creation and implementation of GENDER EQUALITY PLAN at the university level and its projection to the faculty level documentation. * Inclusion of the Gender Equality concept in the Faculty Long-term Strategic Plan 2021+ * Implementation of specific faculty actions to be planned for the renewal phase 2024+, among others EQUAL PAY DATA ANYLYSIS	10, 24, 27	31.12.2022	31.12.2023	2024	New AP 2021	*Delivery Sub-Work Group to be established* * Vice-Dean for Quality * HRA Dpt. * RMU HRA *HRA Work Group (Dpt. Heads) * HRA Steering Committee (Dean's Board)	[web-link with existing plan]	
25	GUIDELINE FOR DEALING WITH PERFORMANCE, WORK DISCIPLINE ISSUES AND CONTRACT TERMINATIONS	This Guideline should serve as part of the documentation for the HR Academy for supervisors, see also Action point No. 18.	11, 22, 24, 36, 37, 40	31.12.2022	31.12.2023	2024	New AP 2021	* Legal Dpt. * HRA Dpt. * HR Dpt. *HRA Work Group (Dpt. Heads) * HRA Steering Committee (Dean's Board)	[100% faculty salaries analysed and summary formulated]	
26	COMMUNICATION OF CAREER DEVELOPMENT RULES	IMPROVEMENT of CAREER CODE/PATHS AWARENESS AND COMMUNICATION. Employee Survey 2020 results show rather low awareness of the new Career Code existence and career development possibilities at the faculty's workplaces.	28, 29, 30, 38		31.12.2022	2022	New AP 2021	* HR Dpt. *HRA Work Group (Dpt. Heads)	[better awareness expressed in the Employee Survey in 2023]	
27	CAREERS WEB PAGE DESIGN	IMPROVEMENT OF CAREERS WEB PAGE DESIGN Employee Survey 2020 results show rather critical opinion with regards to graphical design of the new web page.	28, 30, 38,		31.12.2021	2021	New AP 2021	* PR Dpt. * HRA Dpt * IT Dpt.	[better evaluation expressed in the Employee Survey in 2023]	
28	OPEN SCIENCE AWARENESS	* Ensuring Open Science Awareness at the faculty * Increase of Publication Activity of the Faculty Researchers in Open Science Media * Inclusion of the Open Science and Open Access concept in the Faculty Long-term Strategic Plan 2021+ * Include Open Science awareness into the Refresher training, action point No. 9	1, 2, 3, 4, 5, 31, 32	31.12.2022	31.12.2023	2023	New AP 2021	*Delivery Sub-Work Group to be established* *Vice-Dean for Science, Research, Foreign Relations, and Doctoral Studies *Vice-Dean for Quality * HRA Work Group (Dpt. Heads) * HRA Steering Committee (Dean's Board) HRA Dpt.	[# of events] [# of publications in open science media]	
29	RULES FOR FINANCIAL CONDITIONS FOR PHD STUDENTS	Supporting dignified financial (living) conditions for PhD students (not only one of the PhD Survey outputs but also generally discussed problem the PhD studies system of the Czech Republic). After discussions at the Researcher Focus Group meetings, rules for individual doctoral boards appear to be the best solution.	24, 38	31.12.2022	31.12.2023	2024	New AP 2021	*Delivery Sub-Work Group to be established* * Vice-Dean for Research, International Relations and Doctoral Studies *HRA Work Group (Dpt. Heads) * HRA Steering Committee (Dean's Board) * HRA Dpt.	[faculty/department guideline in place]	
30	CREATION OF DOCUMENT MANAGEMENT GUIDELINES	Extension to the Information Security Policy, see action point No. 12, to describe naming conventions for publishing faculty standards and regulations, process for document publishing and granting access rights.	7	30.06.2021	31.12.2021	2021	New AP 2021	*Faculty IT Dpt. *HRA Dpt. *Legal Dpt.	[web link]. [# of employees informed]	
31	Measuring Recruitment Effectiveness	Implementation of Metrics for measuring recruitment effectiveness (using data generated from the system, after adjustment of the university e-tool). This action point enhances implementation of the new OTM-Recruitment Process and is feasible only after adjustment of the university e-Recruitment tool	13,15	31.12.2021	31.12.2023	2023	New AP 2021	* HR Dpt. * HRA Dpt. * RMU HR Dpt. * RMU IT Dpt.	[2 metrics used]	
32	New HR Talent Mangement Role/s	TALENT SPECIALIST PROFILE - Recruitment & Employer Branding, Employee Evaluation, Training & Development, Gender. During first 2 years of the HRS4R implementation at the faculty it became clear that the new strategy brought several new processes that were not existing in the past and consequently capacity of the existing HR team does not meet the additional requirements arising from the newly implemented processes. These new processes and activities enhance personnel administration responsibilities to more advanced HR services: Recruitment Process, Employee Evaluation, Onboarding, Employer Branding, Internal Communication - namely HR Section of the Internal Employee Portal including solving employee queries and maintenance of related HR FAQs, Training & Development and Gender Equality.	11,13,14,15,2 4,28	31.12.2021	31.12.2023	2022	New AP 2021	* Faculty Bursar * HRA Steering Committee (Dean's Board) *HRA Work Group (Dpt. Heads) * HR Dpt.	[2 new positions available]	
33	IMPROVEMENT OF WORKING CONDITIONS	* CHILDCARE GROUP/KINDERGARTEN IN THE CITY CENTER Employee Survey 2020 results show significant interest in a childcare facility close to the second faculty location in the city center. This action point will be solved in cooperation with other university faculties. * IMPROVEMENT OF INTERNAL CATERING Employee Survey 2020 results show dissatisfaction with the quality of catering existing in the University Campus Building (Lavka) and in the city center faculty premises (menza). Solution of this problem already started.	24	31.12.2022	31.12.2023	2022	New AP 2021	* Faculty Bursar * HRA Dpt.	[Facility available] [better evaluation expressed in the Employee Survey in 2023]	