

TEMPLATE 2 – GAP ANALYSIS - OVERVIEW

Case number: **2018CZ317039**

Name Organisation under review: Masaryk University – Faculty of Science

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GAP ANALYSIS

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview

Status: to what extent does this organisation meet the following principles?	++ = fully implemented +/- = almost but not fully implemented -/+ = partially implemented -- = insufficiently implemented	GAP / Implementation impediments: If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation.	Initiatives undertaken/new proposals: If relevant, please list any initiatives that have already been taken to improve the situation and/or new proposals that could remedy the current situation.
Ethical and Professional Aspects			
1. Research freedom	+/-	GAPS: 1. Missing structured information sharing and training, incomplete info in English.	INITIATIVES UNDERTAKEN: <u>Current Status:</u> Research Freedom is considered almost implemented, which is given by the character and scope of research activities conducted at the Faculty, where research freedom is considered the essential condition [https://www.muni.cz/en/research]. There are detailed University and national regulations and information sources in place. In the Constitution of the Czech Republic, the Freedom of Research principle is explicitly defined as a Basic Human Right (particularly in

			<p>Article 15 of the Charter of Fundamental Rights and Freedoms). Freedom of Research is also defined as one of the basic academic liberties under Section 4 of Act No. 111/1998 Coll., Higher Education Act, which is the most significant legal regulation governing the administration of universities in the CZ.</p> <p><u>Supporting documents and websites:</u></p> <ol style="list-style-type: none"> 1. MU Statute 2. Statute of the FoS 3. MU directive 2015 - Code of ethics 4. MU directive 2015 - Research ethics 5. MU directive 2018 - Personal data protection 6. MU measure 2017 - Statute of the Research Ethical Committee 7. MU instruction 2015 - Procedural rules of the Ethical Committee 8. MU Research – web 9. International Scientific Advisory Board supporting MU 10. Act 111/1998 Coll., Higher education act CZ 11. Charter of fundamental rights CZ <p>PROPOSALS:</p> <ol style="list-style-type: none"> 1a. Implementation of Onboarding process – including training of new employees in Ethical and Professional aspects of research. 1b. Implementation of refresher training in Ethical and Professional aspects of research. 1c. Implementation of eLearning tool allowing systematic and efficient onboarding and refresher training. 1d. Translation of all relevant Faculty/University documents, websites, and employee training into English.
2. Ethical principles	+/-	<p>GAPS:</p> <ol style="list-style-type: none"> 1. Missing structured information sharing and training, also in English. 2. Faculty specific Code of Ethics is missing (the Faculty has been, until now, adhering to the University’s Code of Ethics). 	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u></p> <p>Ethical practices, principles and standards are considered almost implemented and adhered to. They are consistent with general standards and existing University internal and national regulations. Detailed University information sources are also in place.</p>

			<p>There is a new project being prepared at the University level - Interdisciplinary support of a Research Ethics 2019-2022 [https://is.muni.cz/auth/do/rect/vedeni/zapisy/zapisy_2018/MUSS879133.pdf].</p> <p><u>Supporting documents and websites:</u></p> <ol style="list-style-type: none"> 1. MU Statute 2. Statute of the FoS 3. MU directive 6/2015 - Code of ethics 4. MU directive 5/2015 - Research ethics 5. MU measure 2/2017 - Statute of the Research Ethical Committee 6. MU instruction 8/2015 - Procedural rules of the Ethical Committee 7. MU directive 6/2013 - Research data 8. MU Employment code 9. Research ethics web - methodology documents <p>PROPOSALS:</p> <ol style="list-style-type: none"> 1a. Implementation of Onboarding process – including training of new employees in ethical and professional aspects of research. 1b. Implementation of refresher training in ethical and professional aspects of research. 1c. Implementation of eLearning tool allowing systematic and efficient onboarding and refresher training. 1d. Translation of all relevant Faculty/University documents, websites, and employee training into English. 2. Creating a Code of Ethics for the Faculty, expanding the University’s Code to focus on principles of the HRS4R.
3. Professional	+/-	<p>GAPS:</p> <ol style="list-style-type: none"> 1. Missing structured information sharing and training, also in English. 	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u></p> <p>Professional responsibility is considered almost implemented. The Faculty departments are compliant with general and internal rules</p>

responsibility			<p>including proper citation practices, following current research and development in respective field/communities to avoid duplicate research and plagiarism (http://scientometrics.muni.cz/publikace). Online text comparison tools are implemented in MU information system and are also used for scientific texts.</p> <p>Plagiarism is also avoided using the control mechanism of scientific journals where research results are published, as well as by following the rules of individual research project grants</p> <p>Research teams are regularly trained in intellectual property rights by the University expert body – the Technology Transfer Office (TTO). The legal protection of the research results is regulated primarily by general Act No. 121/2000 Coll., The Copyright Act, and number of other specific regulations that fully implement the EU legislation.</p> <p>There are internal guidelines available to MU researchers, providing information about intellectual property, handling research data, and technology transfer opportunities.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU directive 6/2015 - Code of ethics 2. MU directive 10/2013 - Intellectual property 3. MU directive 5/2015 - Research ethics 4. MU directive 6/2013 - Research data 5. MU Employment code 6. Act No. 121/2000 Coll., The Copyright Act 7. Intellectual property - Technology Transfer Office MU web 8. Plagiarism detection at MU - Web 9. Best practices in research MU - Web <p>PROPOSALS:</p> <ol style="list-style-type: none"> 1a. Implementation of Onboarding process – including training of new employees in ethical and professional aspects of research. 1b. Implementation of refresher training in ethical and professional aspects of research.
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4. Professional attitude	+/-	<p>GAPS:</p> <p>1. Missing structured information sharing and training, related to project administration and to the Faculty/department strategic targets, also in English.</p>	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u> Professional attitude is considered to be almost implemented. The implemented system assures that without the knowledge of strategic goals, funding mechanisms, and having all relevant project approvals it is not possible to start any research project at the Faculty or University level.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU directive 6/2016 - Project management (in particular Art. 4) 2. MU directive 6/2013 - Research data 3. MU Projects – Web <p>PROPOSALS:</p> <p>1a. Implementation of Onboarding process – including training of new employees in ethical and professional aspects of research.</p> <p>1b. Implementation of refresher training in ethical and professional aspects of research.</p> <p>1c. Implementation of eLearning tool allowing systematic and efficient onboarding and refresher training.</p> <p>1d. Improvement of the Faculty Internal Communication:</p> <ul style="list-style-type: none"> * Implementation of the Faculty intranet - section supporting administration processes and HR, including research project administration. * Implementation of the Faculty periodic newsletter, bringing information related to strategic goals. * Implementation of intradepartmental communication framework, so that employees and doctoral students are updated on strategic plans and status of projects.

			5. Translation of all relevant Faculty/University documents, websites and employee training into English.
5. Contractual and legal obligations	+/-	<p>GAPS:</p> <p>1. More frequent training in the area of intellectual property rights and grant projects administration is missing. It needs to start in the Onboarding phase of the employee lifecycle and continue through refresher training (on optional basis), organized by the Faculty support departments, must be also in English.</p>	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u> Contractual and legal obligations are considered to be almost implemented by majority of consulted participants. They are also governed by the University regulations. Support is provided by the University body – Technology Transfer Office (TTO).</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU directive 6/2016 - Project management (Art. 3) 2. MU Employment code, (Art. 3, 4b - 4e) 3. MU directive 10/2013 - Intellectual property (Art. 1/4) 4. Detection of plagiarism at MU - Web 5. Technology Transfer Office MU - Web <p>PROPOSALS:</p> <p>1a. Implementation of Onboarding process - including training of new employees in ethical and professional aspects of research, intellectual property rights, and project administration and funding.</p> <p>1b. Implementation of refresher training in ethical and professional aspects of research, intellectual property rights and project administration and funding.</p> <p>1c. Implementation of eLearning tool allowing systematic and efficient onboarding and refresher training.</p> <p>1d. Translation of all relevant Faculty/University documents, websites, and employee training into English.</p>
6. Accountability	+/-	<p>GAPS:</p> <p>1. Researchers are missing specific know-how and perceive insufficient support for preparation and project writing (including complex international projects), and financial management.</p>	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u> Principle of accountability is considered almost implemented by the majority of consulted participants, and is also governed by University and national regulations.</p>

			<p>Individual Faculty departments are, up to a certain extent, economically autonomous within the Faculty and fully apply the principle of a “good manager”.</p> <p>The principles of the public funds’ management are regulated by the national Financial Control Act No. 230/2001 and Act on Public Procurement No. 134/2016.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU Employment code (Art. 4) 2. MU directive 6/2015 - Code of ethics 3. MU directive 5/2014 - The rules of control procedure (Art. 8/ 3) 4. MU directive 6/2013 - Research data (in particular Art. 3) 5. Act no. 230/2001 Coll., Financial Control Act CZ 6. Act no. 134/2016 Coll., Public Procurement Act CZ <p>PROPOSALS:</p> <p>1a. Improvement of the Faculty Internal Communication:</p> <ul style="list-style-type: none"> * Implementation of the Faculty intranet – incl. a section supporting administration processes, HR, and project administration. * Implementation of communication framework for departmental level, so that all employees are updated on project administration methodology and targets. <p>1b. Translation of all relevant Faculty/University documents, websites and employee training into English.</p>
7. Good practice in research	+/-	<p>GAPS:</p> <ol style="list-style-type: none"> 1. General framework of H&S training and documentation process (preferably in eLearning tool and provided in English as well) that is applicable to all departments is missing. This point was emphasized by consulted R1-R3’s. 2. Missing the Faculty information security process - data management, data back-up, and data security. 	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u></p> <p>This principle is considered almost implemented and requires some improvements in the area of health & safety (H&S), and data management.</p> <p>Multiple aspects in this area are well covered:</p> <p>Basic H&S training, and related quality assessment/control represent an inseparable part of a new employee welcoming procedure and is provided at the Faculty level.</p>

			<p>All individual Faculty departments have their own H&S dedicated specialists and department specific H&S employee training is carried out, usually in Czech language only.</p> <p>There is a large number of H&S regulations in the Czech Republic, regulating various aspects of occupational safety.</p> <p>Concerning personal data protection, the University is in compliance with the GDPR Regulation, which is implemented through University Directive 1/2018. Compliance with every internal procedure dealing with personal data protection requirements is guaranteed by a designated employee – data protection guarantor.</p> <p>There is no specific legislation concerning confidential data protection at the Czech national level.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU directive 5/2015 - Research ethics 2. MU directive 6/2013 - Research data 3. MU directive 10/2017 - IT rules 4. MU directive 1/2018 - Personal data protection 5. MU directive 4/2005 - Fire protection organisation rules 6. MU directive 10/2009 - Working safety organisation rules 7. Good practices in research - methodology, web MU 8. List of national regulations - H&S 9. European Regulation 2016/679 - General Data protection Regulation (GDPR) <p>PROPOSALS:</p> <ol style="list-style-type: none"> 1a. Implementation of the Faculty H&S training and documentation process. 1b. Implementation of eLearning tool allowing systematic and efficient onboarding and refresher training. 1c. Translation of all relevant Faculty/University documents, websites, and employee training into English. 2. Implementation of the Faculty Information Security process for data management, data back-up and security.
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<p>8. Dissemination, exploitation of results</p>	<p>+/-</p>	<p>GAPS:</p> <ol style="list-style-type: none"> 1. Low visibility of the Faculty - missing modern Faculty complex web site that is also in English. Current website is not adequate and doesn't provide for proper Faculty representation. 2. Missing training for early stage researchers in academic writing and publishing. 	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u></p> <p>Dissemination, exploitation of results is considered to be almost implemented. It represents one of the core Faculty activities wherever allowed by commercial or personal data protection, or intellectual property rights. However, it requires improvements in the visibility of the Faculty as a whole on the web so that existing qualities are advertised to researchers looking for their potential international assignment.</p> <p>Researchers from all Faculty departments publish their research results in both scientific journals and academic bulletins for broader audience. Researchers are evaluated based on the quality of results and their publication activity.</p> <p>Research activities and results are also actively presented at scientific conferences, fairs, and scientific symposiums within the specific scientific field communities of individual departments.</p> <p>In addition to the University and Faculty websites, majority of Faculty departments maintain own departmental websites and present their specific research activities and results there.</p> <p>Commercialization of research results, practical application of research results, and collaboration with private businesses are supported by the dedicated University body - the TTO. Majority of Faculty departments use its services, and some departments secure commercialization of their research activities themselves within their network and their scientific field community.</p> <p>The Faculty supports the Open Access idea. The Masaryk University, was the very first University in the Czech Republic that signed the Berlin Declaration in 2010, and developed an in-house solution of the institutional repository which is also used by other national universities. This repository has a public interface and an authorized section serving</p>
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			<p>as an institutional archive of full texts. The repository is broadly supported by the general scientific community. The University supports all activities that lead to the Open Science, most of all publishing in open journals and supporting scientists through the network of Faculty „Open Access coordinators“.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU directive 10/2013 - Intellectual property 2. MU directive 6/2015 - Code of ethics, (in particular Art. 4,7,10,11) 3. MU measurement 9/2013 - Sustainability of intellectual property results 4. MU directive 4/2013 - MU Repository (Open Access) 5. Open Access Policy MU - Web 6. Research MU - Web 7. FoS Web <p>PROPOSALS:</p> <ol style="list-style-type: none"> 1. Improve the Faculty’s External Communication & Employer Branding – Creation of a new Faculty website. 2. Implementation of an educational concept for Early stage researchers – Ph.D. students and postdoctoral research fellows, containing, among others, “how to write a scientific publication” training.
9. Public engagement	+/-	<p>GAPS:</p> <ol style="list-style-type: none"> 1. Missing inclusion of public engagement activities as a performance target of employee appraisal and eventually related rewarding. 2. Missing Faculty communication plan including public engagement activities. 	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u></p> <p>Public engagement is almost implemented and represents one of the core activities, wherever allowed by commercial or personal data protection, or intellectual property rights. It is carried out at both department and Faculty levels.</p> <p>Faculty departments conduct broad PR activities: in addition to department websites they maintain department social media profiles, e.g. Facebook, actively cooperate with secondary schools, organize events for general public - e.g. Night of Scientists, Open days, Science festivals, science for children groups, summer schools, public</p>

			<p>environmental activities, and exhibitions - Minerals, Botanic garden. In cooperation with Mendel museum, they provide lessons for public, contribute to the “University of a third age”, and broadly contribute to the University MUNI magazine.</p> <p>There is newly established Faculty PR team within the Dean’s office, and each department has its own person responsible for PR.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU directive 6/2015 - Code of ethics, (in particular Art.11) 2. MU directive 7/2017 - Habilitation and professor appointment procedure regulations (public lectures) 3. Night of Science - Web 4. MUNI Magazine Online - Web 5. Science Slam - Web 6. Mendel Museum - Web <p>PROPOSALS:</p> <ol style="list-style-type: none"> 1. Implementation of a new faculty employee appraisal system: containing public engagement activities as one of the performance targets – so that researchers’ proposal of better funding and rewarding method for public engagement activities are met. Include this activity into employee performance evaluation. 2. Improvement of the Faculty External Communication: Creation of the Faculty Communication plan, include public engagement activities engagement wise.
10. Non discrimination	+/-	<p>GAPS:</p> <ol style="list-style-type: none"> 1. Language barrier. 2. Missing Faculty reporting mechanism for eventual discrimination cases (University process is in place). 	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u></p> <p>Preventing discrimination of all types is considered to be almost implemented at the Faculty level. It is also governed by multiple regulations on the national and University level in the areas of recruitment, ethics, work duties, remuneration, employee evaluation, and equal opportunities: EU primary and secondary legislation (for example Directive 2000/43 / EC on Racial Equality, Directive 2000/78 /</p>

			<p>EC on Equality in Employment). The principle of non-discrimination is regulated by the specific piece of Czech legislation - Act 189/2009 Coll., Anti-Discrimination Act. Non-discrimination principle is also one of the most significant principles of the Czech Labour Law, embodied in the Labor Code (art. 16 of the Act no. 262/2000 Coll.), and the Employment Act (art. 4 of Act no. 435/2004 Coll.).</p> <p>All buildings are wheelchair accessible. Employees' special needs are being addressed in line with University regulations, Czech state, and EU legislation.</p> <p>Gender balance is maintained with respect to gender representation in individual natural science fields, while recognizing that some have typically lower female representation, and will be covered in principle 27.</p> <p>There is improvement requirement from the perspective of employment of not Czech speaking researchers: to get equal information and support in English, as the Czech speaking employees receive in the Czech language.</p> <p>Also, there is a request for implementation of a complaint reporting channel.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU directive 6/2015 - Code of ethics, in particular (Art. 2/3, 2/4, 16) 2. MU Employment code (Art. 2d - 2g) 3. MU directive 3/2018 - Job catalogue 4. MU directive 5/2017 - Employee assessment (Art. 3) 5. MU directive 2/2010 - Career rules (Art. 2/4) 6. MU instruction 1/2016 - Procedural rules of the Equal Opportunity Panel 7. MU Recruitment policy (Art. 12) 8. Directive 2000/43 / EC on Racial Equality 9. Directive 2000/78 / EC on Equality in Employment 10. Act no. 189/2009 Coll, Anti-Discrimination Act CZ
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			<p>11. Act no. 262/2000 Coll., Labour Code CZ 12. Act no. 435/2004 Coll., Employment Act CZ 13. Specific MU body - Equal Opportunity Panel (Rector’s reporting panel]</p> <p>PROPOSALS: 1a. Translation of all relevant Faculty/University documents, websites, and employee training into English. 1b. Competency building: Ensuring ability to provide services in English - Enhancement of English courses for the support staff. 2. Establishing the Faculty ombudsman role to create an independent channel for reporting and solving eventual discrimination complaints and cases, and also for gender and diversity advisory, in addition to the University bodies.</p>
11. Evaluation / appraisal systems	+/-	<p>GAPS: 1. Missing a Faculty Evaluation/Appraisal system providing all R1-R4 and their supervisors with clear framework process while still maintaining space for individual department specifics, and academic freedom. 2. Missing Faculty Role system containing job descriptions/competency models for researcher roles (University rules exist, but are too general), allowing specification of criteria for a candidate/employee evaluation.</p>	<p>INITIATIVES UNDERTAKEN: <u>Current Status:</u> This principle is considered almost implemented and requires some improvement steps. From the employee evaluation perspective, the Faculty departments act independently and autonomously, i.e. they use own more or less formalized approach, setting of targets, ratings, and linkage of performance evaluation to remuneration – bonus part. There is an internal application (EVAK, Evaluation of Academics) collecting data on academic staff from multiple sources (hours of teaching, publication activities etc.), at the University level, allowing to evaluate performance of the academic staff against data. This application is used by several Faculty departments. A new University employee assessment directive providing high level process framework and requiring yearly employee evaluation has been recently issued.</p> <p>Researchers R1-R4 worry about “forced” appraisals, especially in the area of performance targets that are not always measurable in research and science, and prefer presence of external evaluators as well, in addition to their supervisors.</p>

			<p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU directive 5/2017 - Employee assessment 2. MU directive 2/2010 - Career rules (Art 6/6/d) <p>PROPOSALS:</p> <ol style="list-style-type: none"> 1. Implementation of the Faculty Evaluation/Appraisal system 2. Implementation of the Faculty Role system (Role systemization), including related job descriptions and competency models as a basic pillar for a structured employee evaluation, 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).
Recruitment and Selection			
12. Recruitment	+/-	<p>GAPS:</p> <ol style="list-style-type: none"> 1. Well-presented Faculty recruitment policy, in addition to the University regulation that includes all OTM-R principles, is missing. 	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u></p> <p>This principle is considered almost implemented, still requiring some improvements. There is University Recruitment Regulation in place, covering majority of the OTM-R principles, fully followed for recruitment of academic positions, and partially for non-academic positions. It is, however, perceived as rather general framework document missing details from the OTM-R perspective. Recruitment for academic positions is conducted by the Faculty HR Department, recruitment, for non-academic research positions it is conducted (including recruitment cost coverage) by individual departments themselves. All Faculty vacancies are posted on the University career website. The Faculty does not have its own career website. Some vacancies are posted on other job portals, some on departmental websites and also on Euraxess.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU Recruitment regulation [https://www.muni.cz/en/about-us/official-notice-board/rad-vyberoveho-rizeni-mu]

			<p>2. MU directive 2/2010 - Career rules (Art. 4) [https://is.muni.cz/auth/do/mu/Uredni_deska/Predpisy_MU/Masarykova_univerzita/Smernice_MU/SM02-10/]</p> <p>PROPOSALS:</p> <p>1. Creation and implementation of Faculty OTM-Recruitment Policy applicable for recruitment of both academic and non-academic positions including: Specification of responsibility for the Faculty recruitment process and metrics, rules for appointment of the selection committees according to the type and character of positions and its composition (e.g. recommendations for gender balance, expertise of the members, vote rights, and presence of external/international members etc.). Publishing the policy using the Faculty communication system.</p>
13. Recruitment (Code)	-/+	<p>GAPS:</p> <ol style="list-style-type: none"> 1 There is no Faculty specific recruitment process description and practical guidelines in place. 2. Faculty involved staff (HR team for academic positions, departmental staff for non-academic positions) does not use all up-to-date recruitment techniques, sources and channels. 3. Existing University eRecruitment tool (INET), is not fully utilized. 4. Insufficient Employer branding: low visibility, missing modern Faculty complex web site that is also in English, and, especially, own Career Page. 5. Researchers are missing career development info (Faculty Career Code) in the recruitment phase. 	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u> This principle is considered partially implemented and requires some improvement steps. There is University Recruitment Regulation in place, covering partially the OTM-R principles from the process set up perspective, fully adhered to for academic positions, and partially for non-academic positions.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU Recruitment regulation 2. MU directive 2/2010 - Career rules (Art. 4) <p>PROPOSALS:</p> <p>1. Creation and implementation of a Faculty OTM-R Process (Guidelines), both for external and internal hiring, including guidelines and templates for external and international job posting, templates for candidate evaluation (interview feedback form), and communication.</p>

			<p>2. Competency building: Implementation of an initial and refresher recruitment techniques and process training for involved staff, including social media utilization & active sourcing etc., also in eLearning form.</p> <p>3. Adjustment of internal University eRecruitment tool, so that its full functionality is utilized (e.g. data collection, automatic feedback etc.)</p> <p>4. Improvement of the Faculty External Communication & Employer Branding: Creation of a new Faculty website, including Career Page.</p> <p>5. Creation of a Faculty Career Code, containing career development paths, that is presented publicly on the Faculty Career page, and refer to it as a part of job advertisement.</p>
14. Selection (Code)	+/-	<p>GAPS:</p> <p>1. Missing well-presented Faculty recruitment policy, in addition to the University regulation, which would include all OTM-R principles, including <u>criteria</u> for Selection committee composition.</p>	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u></p> <p>This principle is considered almost implemented. The University Recruitment Regulation includes mandatory appointment of a selection committee and its composition for academic positions. It recommends the same for non-academic research positions. Each selection process is documented using official document – minutes from the selection procedure. External members are part of the committee. Gender balance is not the committee composition criterion, however usual practice is to have mixed committees wherever possible with respect to gender representation in individual scientific fields, where some have typically lower female representation (e.g. mathematics, statistics or physics). Generally, gender balance is one of the priorities for the Faculty/University.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU Recruitment regulation 2. MU directive 2/2010 - Career rules (Art. 4)

			<p>PROPOSALS:</p> <p>1. Creation and implementation of Faculty OTM-Recruitment Policy applicable to recruitment of both academic and non-academic positions including: Specification of responsibility for the Faculty recruitment process and metrics, rules for appointment of the selection committees according to the type and character of positions and its composition (e.g. recommendations for gender balance, expertise of the members, vote rights, and presence of external/international members etc.). Publishing the policy using the Faculty communication system.</p>
15. Transpare ncy (Code)	+/-	<p>GAPS:</p> <p>1. There is no Faculty specific recruitment process description and practical guidelines for covering all OTM-R principles in place. 2. Job advertisements do not contain reference to/information on career development.</p>	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u> This principle is considered almost implemented. The University Recruitment Regulation, publicly accessible to candidates includes information about the recruitment process, even though there is no direct reference to it from the job posting site. Information on number of available positions is presented in some of the job advertisements.</p> <p><u>Supporting regulations and websites:</u></p> <p>1. MU Recruitment regulation 2. MU directive 2/2010 - Career rules (Art. 4)</p> <p>PROPOSALS:</p> <p>1. Creation and implementation of a Faculty OTM-R Process (Guidelines), both for external and internal hiring, including: * Guidelines and templates for external and international job posting, templates for candidate evaluation (interview feedback form), and communication. 2. Creation of a Faculty Career Code, presented publicly on the Faculty Career page, and being referenced from the job advertisement.</p>

16. Judging merit (Code)	+/-	<p>GAPS:</p> <ol style="list-style-type: none"> 1. Missing Faculty specific recruitment process description and practical guidelines for covering all OTM-R principles in place, helping to apply the judging merit principle in a unified way. 2. Missing Faculty Role system containing also job descriptions/competency models for researcher roles (University rules exist, but are too general), allowing specification of criteria for a candidate evaluation. 	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u> This principle is considered almost implemented. The University Recruitment Regulation specifies this principle indirectly for recruitment of academics, recommends it for recruitment in general, and in practice judging merit is informally and broadly applied.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU Recruitment regulation 2. MU directive 2/2010 - Career rules (Art. 4) <p>PROPOSALS:</p> <ol style="list-style-type: none"> 1a. Creation and implementation of a Faculty OTM-R Process (Guidelines), both for external and internal hiring, including guidelines for evaluation and evaluation template (interview feedback form), which will help to apply the judging merit principle in a unified form. 1b. Competency building: Implementation of an initial and refresher recruitment techniques and process training for involved staff. <ol style="list-style-type: none"> 2. Implementation of a Faculty Role system (Role systemization), including related job descriptions and competency models as a basic pillar for a transparent recruitment, candidate evaluation and its formalization with the aim to decrease the administrative burden, 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). 2. Competency building: Implementation of an initial and refresher recruitment techniques and process training for involved staff.
17. Variations in the chronological order of CVs (Code)	+/-	<p>GAPS:</p> <ol style="list-style-type: none"> 1. Missing well-presented Faculty recruitment policy, in addition to the University regulation, which would include all OTM-R principles, including recommendation related to career breaks in the CV. 	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u> In practice fully adhered to, but informally without directly governing formal rules, therefore this principle is considered almost implemented.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU Recruitment regulation

			<p>PROPOSALS:</p> <p>1. Creation and implementation of Faculty OTM-Recruitment Policy applicable for recruitment of both academic and non-academic positions, containing recommendation related to career breaks in the CV. Publishing the policy using the Faculty communication system.</p>
18. Recognition of mobility experience (Code)	++	<p>GAPS: N/A</p>	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u> This principle is considered fully implemented and is specified in multiple University regulations. In practice, not having mobility experience or willingness to undertake one is perceived as a negative point. Some Faculty departments include, in their internal career track rules, having an international experience as a position requirement. International mobility is also mandatory for all enrolled Ph.D. students.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU Statute (Art. 42) 2. MU Recruitment regulation 3. MU directive 3/2018 - Job catalogue (in particular Art. 5/5) <p>PROPOSALS: N/A</p>
19. Recognition of qualifications (Code)	++	<p>GAPS: N/A</p>	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u> This principle is considered fully implemented, and governed by national and University regulations and also internal HR procedure. According to the Higher Education Act, Masaryk University is one of the institutions that has a diploma recognition procedure, i.e. the recognition of a degree earned abroad as equivalent to Czech Republic higher education standards. Recognition of education is an administrative procedure. The criterion for the recognition is the comparison of the content and the scope of study of the applicant with</p>

			<p>the content and the scope of the study program typical in the Czech Republic.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU directive 3/2018 - Job catalogue (in particular Art. 5/5) 2. Recognition of education on MU - Web 3. MU Recruitment policy (Art. 2/c) 4. Act no. 111/1998 Coll., Higher education act CZ <p>PROPOSALS: N/A</p>
20. Seniority (Code)	+/-	<p>GAPS:</p> <ol style="list-style-type: none"> 1. Missing well-presented Faculty recruitment policy, in addition to the University regulation, which would include all OTM-R principles, including evaluating seniority for the position by judging the candidate achievements. 	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u> In practice fully adhered to, but informally without directly governing formal rules. Therefore, this principle is considered almost implemented.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU Recruitment policy <p>PROPOSALS:</p> <ol style="list-style-type: none"> 1. Creation and implementation of Faculty OTM-Recruitment Policy applicable for recruitment of both academic and non-academic positions, containing recommendation for evaluating seniority for the position by judging the candidate achievements. Publishing the policy using the Faculty communication system.
21. Postdoctoral appointments (Code)	-/+	<p>GAPS:</p> <ol style="list-style-type: none"> 1. Missing Faculty definition of the postdoctoral research role. 2. Missing career development rules and dedicated program for the postdoctoral research role. 	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u> This principle is considered partially implemented and requires improvement actions, even though postdoctoral research positions represent long term strategy focus point for the University/Faculty. Each Faculty department applies its own position understanding and</p>

			<p>rules for postdoctoral research positions, which are usually linked to rules of individual grant projects. University/Faculty definition and rules for postdoctoral research position do not exist. Due to limited duration of individual grant projects and state budget allocated to faculties on yearly basis, it is a challenge to guarantee long term/unlimited appointments, and addressing this gap is not in the University/Faculty powers.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. Long-term strategy of the MU and Fos MU 2016 - 2020 2. PostDoc MU – Web [http://postdoc.muni.cz/] 3. Career in Research - Web CZ [http://vyzkum.rect.muni.cz/cs/kariera-ve-vyzkumu/postdoc/op-2007-13] <p>PROPOSALS:</p> <ol style="list-style-type: none"> 1. 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 (namely recruitment, evaluation, development but not only), including definition and specifications for the postdoctoral research role. 2a. Creation of a Faculty Career Code, containing career development paths options. 2b. Development of a dedicated internal concept for attracting, hiring, onboarding and career development of postdoctoral researchers with focus on incoming/international researchers (dedicated web, information flyer, training).
Working Conditions and Social Security			
22. Recognition of the profession	++	GAPS: N/A	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u></p> <p>This principle is considered fully implemented in practice by individual Faculty departments.</p> <p>All professions are fully recognized by the Faculty and individual departments respectively. Employees are included in departmental</p>

			<p>activities in every stage of their career path – starting from postgraduate student to advanced carriers. For example: Individual research teams conduct project reviews for all team members starting with postgraduate students on junior team positions, share project targets and achieved results. Early stage researchers participate at conferences, summer schools and other networking events within the respective scientific community, at team building events, they contribute to departmental FB updates, and etc.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU directive 2/2010 - Career rules 2. MU directive 3/2018 - Job catalogue (in particular Art. 5/5) 3. MU directive 6/2015 - Code of ethics, in particular 4. MU Employment code <p>PROPOSALS: (as there is always space for improvement)</p> <ol style="list-style-type: none"> 1. Competency building: Leadership training for senior researchers, managers and supervisors. 2. Implementation of a Faculty Role system (Role systemization), including related job descriptions and competency models, 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).
23. Research environment	+/-	<p>GAPS:</p> <ol style="list-style-type: none"> 1. Missing Faculty H&S training and documentation process applicable as a framework to all specific workplaces, preferably in the eLearning form, also in English – language emphasized at consultations by R1-R3. 2. Investment in continuous equipment upgrade. 	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u></p> <p>This principle is considered almost implemented and is acknowledged in the sense that maximum efforts and prioritization is provided by Faculty within available budgets and location limitation, with space for improvement which will be always present, especially for material equipment and H&S.</p> <p>The Faculty has 2 locations – recently renovated historical complex in a city center and a newly built University campus with hi-tech laboratories, large modern library, and conference & lecture halls. Modern equipment is often acquired thanks to EU strategic research</p>

			<p>projects and structural funds. Top infrastructures and facilities are generally open access and shared among researchers including standard cooperation among highly skilled professional teams.</p> <p>International Eduroam Wi-fi network is available at all Faculty locations. Individual departments are active members of their respective international scientific communities and research networks.</p> <p>The Faculty actively supports an Open Access idea - details see Principle 8.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU Employment code (Art. 2 / 1) 2. MU Research - Web 3. MU directive 4/2013 - MU Repository (Open Access) 4. Open Access Policy MU - Web 5. International Scientific Advisory Board supporting MU [https://www.muni.cz/en/research/isab] <p>PROPOSALS:</p> <ol style="list-style-type: none"> 1a. Implementation of the Faculty H&S training and documentation process. 1b. Implementation of eLearning tool allowing systematic and efficient onboarding and refresher training. 1c. Translation of all relevant Faculty/University documents, websites and employee training into English. 2. Implementation of Faculty Employee Satisfaction Survey, in the end of the Revised Action Plan implementation phase.
24. Working conditions	+/-	<p>GAPS:</p> <ol style="list-style-type: none"> 1. Missing Faculty working time regulation (flexible working hours, home office). 2. Missing communication - Faculty HR intranet with all necessary employment info in one place, also in English. 3. Language barrier. 	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u></p> <p>Requirements of this principle are considered almost implemented. Working conditions are strictly governed by national legislation, an overview in English: [https://www.eurofound.europa.eu/country/czech-</p>

			<p>republic#individual-employment-relations], and additionally by internal regulations. Collective bargaining agreement is in place, for the whole University, and the Faculty has its own trade union committee, which is part of the Stakeholder group.</p> <p>All buildings are wheelchair accessible. All employee special needs are being addressed, see Principle 10.</p> <p>Czech Republic provides from time perspective generous maternity and parental leave (up to 4 years) and the Faculty allows part-time work for mothers/parents in a broad scale. 55 % of women researchers are part-timers and, thanks to this working time flexibility, a minority of mothers needs to extend a break in their research career and continue with parental leave after the maternity leave.</p> <p>The Faculty allows flexible working hours. Academic staff is obliged to be present at the workplace for teaching hours, otherwise homeworking is granted. Sabbatical leave, where teaching and other duties allow, is granted. Home office is available to non-academic staff as well. These are governed by University framework regulations and provided based on individual departments' unwritten rules. University provides 8 weeks of vacation to academic staff and 6 weeks of vacation to non-academic staff (2 weeks more that legal obligation)</p> <p>There is improvement requirement from the perspective of employment of not Czech speaking researchers: to get equal information and support in English, as Czech speaking employees receive in the Czech language.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU Employment code (Art. 2/1/h) 2. MU directive 11/2013 – Working time rules 3. MU directive 2/2010 - Career rules (In particular Art. 6) 4. MU directive 4/2017 - Sabbatical leave 5. MU directive 8/2014 - Rules of accessibility for the disabled persons 6. MU Directive 9/2014 - Studies of students with special needs 7. Act no. 111/1998 Coll., Higher education act CZ
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			<p>8. Act no. 262/2006 Coll., Labour code CZ 9. EU info - Working life in the Czech Republic [https://www.eurofound.europa.eu/country/czech-republic#individual-employment-relations]</p> <p>PROPOSALS:</p> <p>1. Creation and implementation of Faculty Working time rules, in addition to the University framework regulation. 2a. Improvement of Faculty Internal Communication: Implementation of Faculty intranet - section supporting administration processes and HR 2b. Implementation of Faculty Employee Satisfaction Survey, in the end of the Revised Action Plan implementation phase. 3a. Translation of all relevant Faculty/University documents, websites, and employee training into English. 3b. Competency building: Ensuring ability to provide services in English - Enhancement of English courses for the support staff.</p>
25. Stability and permanence of employment	+/-	<p>GAPS:</p> <p>1. Certain feeling of insecurity among researchers, especially in their early stage, but not limited to this time frame only.</p> <p>IMPEDIMENTS</p> <p>1. Act no. 262/2006 Coll., Labour code, Articles related to definite and indefinite contracts, and employment contract termination [https://www.mpsv.cz/files/clanky/3221/labour_code.pdf]</p>	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u> This principle is considered almost implemented in the sense that maximum efforts and prioritization are carried out within available budgets and known duration of existing research projects. The University is stable a desired employer providing employees with stable, long term contract where possible. Due to the various sources of funding and that substantial contribution to the Faculty budgets comes from project-oriented financing, some contracts are for a fixed period – for the length of the project.</p> <p>There is a large number of researchers on fixed period contracts, part of them with unlimited number of contract extensions allowed for project assignments, which follows the provision of a University collective bargaining agreement and Czech labor code. Thus the extremely complicated and costly unlimited contract termination in CZ, which is among the most complicated in Europe - see Deloitte International Dismissal Survey</p>

			<p>[https://www2.deloitte.com/be/en/pages/tax/articles/Tax-Studies-and-Surveys-Deloitte-Tax/The-International-Dismissal-Survey.html], is balanced</p> <p>Rules (unofficial) for granting permanent contracts exist at individual department level.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU measurement 9/2017 - Personal strategy support program 2017 to 2019 2. MU Employment code (Art. 4.2; 5.1) 3. MU Collective Labour agreement (Art. 6 a 7) 4. Act no. 262/2006 Coll., Labour code CZ 5. Deloitte International Dismissal Survey 6. EU info - Working life in the Czech Republic [https://www.eurofound.europa.eu/country/czech-republic#individual-employment-relations] <p>PROPOSALS:</p> <p>1a. Creation of a Faculty Career Code, containing career development path options, including rules for granting unlimited contracts, with the aim to provide the longest contract duration (3 yrs.) possible with respect to existing project financing conditions.</p> <p>1b . Improvement of Faculty Internal Communication: Implementation of Faculty intranet – including a section supporting administration processes and HR, also available in English.</p>
26. Funding and salaries	+/-	<p>GAPS:</p> <ol style="list-style-type: none"> 1. Missing Faculty rules for motivation bonuses. 2. Missing communication - Faculty HR intranet with all necessary employment info in one place, also available in English. 3. Language barrier. 	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u></p> <p>This principle is considered almost implemented in the sense that maximum efforts and prioritization are carried out within available budgets and known duration of existing research projects. It is governed by the recently updated University/Faculty remuneration regulation (tariff wage). There was a recent (July 2018) 10% increase in tariff wages for all University employees.</p>

			<p>It is necessary to mention that average salary in 2017 for R1-R4 research staff at the Faculty was circa 1800 EUR, which might not be always fully competitive from the perspective of employment attractiveness to foreign, especially West European or US/Australian/Canadian, researchers.</p> <p>All social security provisions are strictly governed by national legislation and additionally by internal regulations. For overview of national legislation in English please see: [https://www.eurofound.europa.eu/country/czech-republic#individual-employment-relations]. University wide collective bargaining agreement is in place. The Faculty has its own trade union committee – also part of the Stakeholder group.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU Internal wage regulation 2. MU directive 3/2018 - Job catalogue 3. MU Employment code (Art. 4/2/i) 4. MU directive 5/2017 - Employee assessment 5. MU Collective Labour agreement (Art. 9 a 10) 6. MU directive č. 7/2013 - Insurance and pension savings support of MU employees 7. Instruction of the Dean 3/2018 - Remuneration rules 2018 8. EU info - Working life in the Czech Republic [https://www.eurofound.europa.eu/country/czech-republic#individual-employment-relations] 9. Act No. 187/2006 Coll., Sickness insurance Act CZ 10. Act No. 589/1992 Coll., On Social insurance premium CZ 11. Act No. 155/1995 Coll., Pension insurance Act CZ 12. Social security organisation Act CZ <p>PROPOSALS:</p> <ol style="list-style-type: none"> 1. Implementation of a Faculty Evaluation/Appraisal system with specification of rules for motivation bonus (variable pay).
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			<p>2. Improvement of Faculty Internal Communication: Implementation of Faculty intranet - section supporting administration processes and HR.</p> <p>3a. Translation of all relevant Faculty/University documents, websites, and employee training into English.</p> <p>3b. Competency building: Ensuring ability to provide services in English - Enhancement of English courses for the support staff.</p>
27. Gender balance	+/-	<p>GAPS:</p> <ol style="list-style-type: none"> 1. Missing well-presented Faculty recruitment policy, in addition to the University regulation, which would include all OTM-R principles, including Selection committee composition from gender perspective. 2. Missing better visibility of women researchers. 3. Missing better gender and cultural diversity awareness. 	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u></p> <p>This principle is considered almost implemented in the sense that maximum effort is carried out with respect to gender representation in individual scientific fields, where some have typically lower female representation (e.g. mathematics, statistics or physics).</p> <p>Gender balance and a principle of equal opportunities are priority both at the Faculty/University and are governed by multiple internal regulations and initiatives while maintaining the criteria of the highest quality of quality and matching competencies of available candidates. Regarding the R1 – R4 long term numbers - there are currently 60 % of males and 40 % females at the Faculty. There is a common trend of gradual feminization that is visible in statistics – the younger age group, the better the gender balance is (and vice versa) – [http://www.sci.muni.cz/NW/VVZ/HRS4R/GB1.pdf].</p> <p>55 % of women researchers are part-timers and, thanks to work time flexibility, a minority of mothers needs to extend a break in their research career to go on parental leave after the maternity leave.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU directive 2/2010 - Career rules 2. MU directive 6/2015 - Code of ethics, in particular (Art. 2/4) 3. MU instruction 1/2016 - Procedural rules of the Equal Opportunity Panel <p>13. Specific MU body - Equal Opportunity Panel</p>

			<p>PROPOSALS:</p> <p>1. Creation and implementation of Faculty OTM-Recruitment Policy applicable for recruitment of both academic and non-academic positions and containing rules for appointment of the selection committees including recommendations for gender diversity.</p> <p>2a. Implement gender sensitization actions and communicate them: e.g. “Successful women” campaign.</p> <p>2b. Improvement of Faculty External Communication & Employer Branding:</p> <p>*Creation of new Faculty website (already in a progress) containing “Successful women” section.</p> <p>* Including “Successful women” section into the regular Faculty Newsletter.</p> <p>2c. Implementation of Faculty Employee Satisfaction Survey, in the end of the Revised Action Plan implementation phase.</p> <p>3a. Establishing a Faculty ombudsman role to create an independent channel for reporting and solving eventual discrimination complaints and cases, and also for gender and diversity advisory, in addition to the University bodies.</p> <p>3b. Competency building: Implementation of soft skill training in cultural and gender diversity.</p>
28. Career development	-/+	<p>GAPS:</p> <p>1. Missing Faculty Career code, containing career development paths for R1-R4, built on the Faculty Role system.</p> <p>2. Missing career advisory and mentoring, especially for early stage researchers.</p>	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u> This principle is considered partially implemented and requiring improvement actions. There are very general Career rules and Career Center at the University level, and individual Faculty departments have their own individual, more or less, formalized and communicated rules.</p> <p><u>Supporting regulations and websites:</u></p> <p>1. MU Employment code (Art. 4/2/g)</p> <p>2. MU directive 2/2010 – Career rules</p> <p>3. Career Center MU - web</p>

			<p>4. Info for doctoral students - Web 5. Career in Research MU - Web CZ</p> <p>PROPOSALS:</p> <p>1a. Creation and implementation of Faculty Career Code, containing career development paths and mobility aspects, for all research career stages, built on the new Faculty Role system and allowing individual departments to add their specifics in their departmental operational procedures.</p> <p>1b. Development of a dedicated internal concept for attracting, hiring, onboarding, and career development of postdoctoral researchers with a focus on incoming/international researchers (dedicated web, information flyer, training).</p> <p>1c. 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. programs and other stakeholders; system of continuous trainings as well as preparation of a follow-up support for further career development after graduation.</p> <p>1d. Implementation of Faculty Employee Satisfaction Survey, in the end of the Revised Action Plan implementation phase.</p> <p>2. Competency building: Leadership training for senior researchers, managers and supervisors, including mentoring skills.</p>
29. Value of mobility	+/-	<p>GAPS:</p> <p>1. Missing clear Faculty rules, also how to combine mobility ambitions with teaching duties.</p>	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u></p> <p>This principle is considered almost implemented and specified in multiple University regulations. In practice, not having mobility experience or willingness is perceived as a negative point. At some Faculty departments the International mobility is a specific requirement for certain positions. Sometimes budget limitations exist.</p> <p>For international mobility, there is well functioning University International Support Office, providing direct support of long term</p>

			<p>University foreign employees: dealing with Czech authorities, immigration arrangements, kindergarten, English speaking doctors etc.</p> <p>International mobility is also a mandatory/requirement for all enrolled Ph.D. students.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU directive 8/2011 - Rules for foreign study and foreign stay recognition 2. MU directive 2/2010 - Career rules 3. MU directive 4/2017 - Sabbatical leave 4. MU directive 3/2018 - Job catalogue (in particular Art. 5/5) 5. International Support Office MU - Web 6. Welcome Guide for Foreign Employees MU <p>PROPOSALS:</p> <ol style="list-style-type: none"> 1. Creation and implementation of a Faculty Career Code, containing career development paths and mobility aspects, for all research career stages, built on the new Faculty Role system and allowing individual departments to add their specifics in their departmental operational procedures.
30. Access to career advice	-/+	<p>GAPS:</p> <ol style="list-style-type: none"> 1. Missing Faculty Career code, containing career development paths for R1-R4, built on the Faculty Role system. 2. Missing career advisory and mentoring, especially for the early stage researchers, including networking with private businesses. 3. Low visibility of the University Career Center. 	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u></p> <p>This principle is considered partially implemented. Some of the Faculty departments provide career advice and job placement advice informally within their scientific communities and networks and consider this the only effective option. Others expect this support to be provided at the Faculty level.</p> <p>There is a Career Center at the University level - [https://www.kariera.muni.cz/en/], which is the official recruitment – consulting agency connecting employers with students and new graduates. Support of this center is not fully known among Faculty R1-R4, and is considered to be rather general from the perspective of</p>

			<p>very specific scientific fields covered by the individual Faculty departments. Especially early stage researchers would appreciate Faculty Career Advisor role.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU directive 2/2010 - Career rules (Art. 10) 2. Career Center MU - Web 3. Info for doctoral students MU - Web 4. Career in Research MU - Web <p>PROPOSALS:</p> <ol style="list-style-type: none"> 1a. Creation and implementation of a Faculty Career Code, that includes appointing Faculty Career Advisor role and includes career development paths and mobility aspects for all research career stages. 1b. Improvement of Faculty External Communication & Employer Branding: Creation of new Faculty website, including external Career Page containing success stories of the Faculty alumni. 2. Competency building: Leadership training for senior researchers, managers and supervisors, including mentoring skills. 3. Improvement of Faculty Internal Communication: Implementation of Faculty intranet - section supporting administration processes and HR, including internal Career Advice site, which will contain basic career advisory, important info and reference including references to the University Career Center, all Faculty vacancies, and also reference to external research opportunities presented by the Czech recruitment engine Researchjobs.cz.
31. Intellectual Property Rights	+/-	<p>GAPS:</p> <ol style="list-style-type: none"> 1. Improved information sharing and training, also in English. 	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u></p> <p>This principle is considered almost implemented. The legal protection of the research results is regulated primarily by the general Act No. 121/2000 Coll., The Copyright Act, and the</p>

			<p>number of other specific regulations that are fully implementing EU legislation.</p> <p>There are internal guidelines available for University researchers, providing information about intellectual property, handling research data, and technology transfer opportunities. Policies and practices concerning the IPR protection and the researchers' participation are regulated in detail by the University Directive 10/2013.</p> <p>Researchers are being offered with training in intellectual property rights by the University expert body TTO [https://www.ctt.muni.cz/en/intellectual-property/ip_at_muni], which also provides guidance for contacts with commercial or industrial organisations, and providing legal and administrative support to researchers.</p> <p>With regards to applied outcomes of research, there is a system of motivational financial bonuses for researchers in place. The bonus amount depends on the technical and commercial success of the intellectual property created by an employee.</p> <p>For each intellectual property with a potential commercial use, written agreement is prepared in advance that defines rights and duties of all parties, including also researchers and their bonuses.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU directive 10/2013 - Intellectual property 2. MU measurement 9/2013 - Sustainability of intellectual property results 3. TTO director measurement 2/2014 - On the proof of concept support system 4. Intellectual property - Technology Transfer Office (TTO) MU - Web <p>PROPOSALS:</p> <ol style="list-style-type: none"> 1a. Implementation of Onboarding process – including training of new employees in Intellectual Property Rights, preferably using eLearning tools. 1b. Implementation of regular refresher training in Intellectual Property Rights.
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32. Co-authorship	+/-	<p>GAPS:</p> <ol style="list-style-type: none"> 1. Missing Faculty Evaluation/Appraisal system providing all R1-R4 and their supervisors with clear framework process, including targeting and evaluating of publication activities, and still maintaining space for individual departments' specifics. 2. Improved information sharing. 3. Missing Faculty reporting mechanism for eventual ethical issues (University complaint process is in place). 4. Missing training for early stage researchers on academic writing and publishing. 	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u></p> <p>This principle is considered almost implemented. It is crucial and linked to principles of research ethics & intellectual property rights, and also to the system of evaluation of the research quality and performance. The legal protection of the research results is regulated primarily by general Act No. 121/2000 Coll., The Copyright Act, and the number of other specific regulations that are fully implementing European legislation in the given area.</p> <p>Publication activities are among the major factors considered in the research staff evaluation, which is currently organized department-wise using more or less formalized approach (see also Principle 11). At the University level, internal online application (EVAK, Evaluation of Academics) exists enabling to collect data on academic staff activities from multiple sources (hours of teaching, publication activities etc.), allowing to evaluate performance of the academic staff against data. This application is used by several Faculty departments.</p> <p>The Czech State runs the database (information system) collecting the information on the research results (RIV), which collects data on individuals' publication activities in „impact“ scientific journals [https://www.rvvi.cz/riv]. Data collected within RIV represent one of the sources for the internal EVAK application, and research papers in ISI WOS impacted journals are the most relevant outcomes for researchers at the Faculty.</p> <p>The collaborative spirit of the Faculty/University is reflected by natural support and appreciation of co-authorships within Faculty as well as externally. Co-authorship principles, both within and among research organisations, are also strongly supported by newly implemented</p>

			<p>National Methodology for Evaluating Research Organisations and Research, Development and Innovation Purpose-tied Aid Programs (approved under Czech Government Resolution No. 107 of 8 February 2017, so called „Methodology 17+“).</p> <p>From consultation workshops with R1-R4 is understood, that improvement is required in unification and dissemination of rules and establishing contact/complaint point.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU directive 10/2013 Intellectual property 2. MU directive 6/2015 - Code of ethics, (in particular Art. 4, 7) 3. Best practices in scientific publishing MU - Web 4. Act no. 121/2000 Coll., Copyright act CZ <p>PROPOSALS:</p> <ol style="list-style-type: none"> 1. Implementation of a Faculty Evaluation/Appraisal system. 2a. Implementation of Onboarding process – including training of new employees on research ethics, including Co-Authorship, preferably in eLearning form. 2b. Implementation of regular refresher training in Intellectual Property Rights, preferably in eLearning form. 3. Establishing a Faculty ombudsman role to create an independent channel for reporting and solving eventual ethical issues, in addition to the University bodies. 4. Implementation of an educational concept for Early stage researchers – Ph.D. students and postdoctoral research fellows, containing training on “how to write a scientific publication”.
33. Teaching	+/-	<p>GAPS:</p> <ol style="list-style-type: none"> 1. Missing Faculty Career code and Role system specifying both research and teaching as competencies for individual roles. 2. Missing Faculty Evaluation system. 	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u></p> <p>This principle is considered almost implemented.</p>

		<p>3. Lack of information dissemination of existing educational programs. 4. Improvement in teaching/training competencies of the research staff R1-R4.</p>	<p>Demands and synergies in research and teaching duties are maintained department-wise, using more or less informal approach. However, they are mostly considered balanced during consultations. Individuals striving to carry out research only are less desirable in teaching of (especially undergraduate) classes. These needs are then covered by dedicated “lecturers” (lektor). On the other hand, opening an elective class is among the undeniable rights of all academics and researchers as reflected in the key Faculty document (Statute).</p> <p>There is an educational program in pedagogical competencies [http://cerpek.muni.cz/] available at the University level, partially also in eLearning form, however it is only in Czech language at the moment.</p> <p>As an outcome from consultation sessions, there is a space for improvement in a better definition of rules for research and teaching duties targets for individual roles, as well as in availability of information on “teaching training” not only in Czech but also in English. This will bring benefits to both early stage researchers and senior researchers, who could improve their competencies for follow-up training and mentoring of early stage researchers.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU directive 2/2010 - Career rules (Art. 6/5) 2. Faculty Measurement 8/2012 - Teaching and study programs 3. Faculty of Science Statute 4. Educational program on pedagogical competencies - Web 5. Summer school on teaching for doctoral students <p>PROPOSALS:</p> <ol style="list-style-type: none"> 1a. Creation of the Faculty Role system specifying both research and teaching competencies for individual roles/positions, as a building pillar for a new Career code and Evaluation system. 1b. Creation of the Faculty Career code specifying competencies for individual career development paths.
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			<p>2. Creation and implementation of a Faculty Evaluation system containing framework for setting detailed research/teaching targets for individuals.</p> <p>3a. Improvement of the Faculty Internal Communication: Implementation of the Faculty intranet - section supporting administration processes and HR, including section on available trainings related to researcher competency building.</p> <p>3b. Translation of all relevant Faculty/University documents, websites, and employee training into English.</p> <p>4. Competency building: Leadership training for senior researchers, managers and supervisors – mentoring and coaching to be used for training of early stage researchers by their senior colleagues or supervisors.</p>
34. Complains / appeals	+/-	<p>GAPS:</p> <p>1. Missing Faculty reporting mechanism for eventual conflicts and grievance cases.</p>	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u> This principle is considered almost implemented in the sense that there is an existing University procedure to record, address and solve all complaints or appeals of any student or employee (Rector's Directive No. 3/2008; https://www.muni.cz/en/about-us/official-notice-board/submitting-and-processing-complaints). At the Faculty level, a dedicated web section is maintained.</p> <p>However, from consultation workshops it is apparent, that researchers require a well communicated and dedicated procedure at the Faculty level. This would create, in addition to the University procedure, a channel for solving complaints and people related issues.</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU directive 3/2008 - Complaints and petitions rules 2. Submitting and processing complaints at MU - Web 3. Suggestions & Complaints FoS - Web 4. MU Employment code

			<p>PROPOSALS:</p> <p>1. Establishing a Faculty Ombudsman role and procedure to create an independent channel for reporting and solving eventual complaints, disputes and people issues, and also for gender and diversity advisory, in addition to the University bodies.</p>
35. Participation in decision-making bodies	++	<p>GAPS:</p> <p>1. As there is always space for improvement, all information related to decision making bodies should be available also in English.</p>	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u></p> <p>This principle is considered fully implemented in the sense of staff having the right to participate in decision-making through democratic and open systems of Academic senates at both Faculty and also the whole University.</p> <p>The Academic Senate has essential influence on approval of University/Faculty internal regulations and researchers can express their opinions related to science and research through this body.</p> <p>There is also the Scientific Board, which approves the long-term strategic plan of the Faculty, and the individual members of the S.B. are being approved by the Academic senate.</p> <p><u>Supporting regulations and websites:</u></p> <p>1. Faculty of Science Statute – Academic Senate, Scientific Board 2. MU Statute – Academic Senate, Scientific Board</p> <p>PROPOSALS:</p> <p>1. Translation of all relevant Faculty/University documents, websites and employee training into English.</p>
Training and Development			
36. Relation with supervisors	+/-	<p>GAPS:</p> <p>1. Missing formal Faculty training/mentoring guidelines. 2. Clear official mentor assignment for the early stage researchers is missing in case they are not current or former students of the Faculty, but new employees.</p>	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u></p> <p>This principle is considered almost implemented, department/project-wise and informally, i.e. requiring improvements as an outcome based on consultation workshops. Some bigger departments already have</p>

		<p>3. Lack of mentoring and communication skills and time management also applicable to senior researchers.</p>	<p>their own training framework and informal mentoring structure as a part of career rules for early stage researchers. As this is set up in more informal way, not all records are kept, and feedback is provided haphazardly. On the other hand, the schedule of deliverables, milestones and outputs is closely monitored. This process needs to be more formalized, written rules need to be created so that this becomes a scheduled event for each researcher.</p> <p><u>Supporting regulations and websites:</u></p> <p>1. MU Study and examination regulations (Art. 27, 28)</p> <p>PROPOSALS:</p> <p>1. Creation of the Faculty training and development guidelines. 2. Implementation of an Onboarding process, including an official mentor assignment to a new employee and related actions. 3a. Competency building: Leadership training for senior researchers, managers and supervisors, including communication and mentoring skills. 3b. Implementation of Faculty Employee Satisfaction Survey, in the end of the Revised Action Plan implementation phase.</p>
<p>37. Supervision and managerial duties</p>	<p>+/-</p>	<p>GAPS:</p> <p>1. Missing formal Faculty training/mentoring guidelines 2. Clear official mentor assignment for the early stage researchers is missing in case they are not current or former students of the Faculty, but new employees. 3. Lack of mentoring and communication skills and time management also applicable to senior researchers. 4. High administrative burden on supervisor side.</p>	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u> This principle is considered almost implemented, and requiring improvements based on outcomes from consultation workshops. Senior researchers assume these roles naturally. Again, this principle is carried out in a more formal way than it should be in order to provide a stimulating environment. Written rules will be set up and codified. The performance of these task will also be formalized in the newly created Code of Ethics.</p> <p><u>Supporting regulations and websites:</u></p> <p>1. MU Employment code (Art. 4) 2. MU directive 6/2015 - Code of ethics</p>

			<p>PROPOSALS:</p> <ol style="list-style-type: none"> 1. Creation of the Faculty training and development guidelines. 2. Implementation of an Onboarding process, including an official mentor assignment to a new employee and related actions. 3a. Competency building: Leadership training for senior researchers, managers and supervisors, including communication and mentoring skills and time management. 3b. Implementation of the Faculty Role system (Role systemization), including related job descriptions and competency models as a basic pillar for a structured employee evaluation. 3c. Implementation of the Faculty Evaluation/Appraisal system, including framework for setting targets for leadership and mentoring for senior researchers. 4. Decrease of administrative burden by reviewing existing University IS/IT tools, databases etc. Ensure IT-IS tools are further developed and configured so that they allow utilization of all existing functionalities.
38. Continuing Professional Development	+/-	<p>GAPS:</p> <ol style="list-style-type: none"> 1. Missing formal Faculty training/mentoring guidelines. 2. Missing the Faculty Career code, containing career development paths for R1-R4, built on the Faculty Role system. 3. Missing the Faculty Evaluation/Appraisal system. 	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u> This principle is considered almost implemented, informally. Examples include natural right of researchers to participate at professional congresses as well as courses and trainings provided at the University and Faculty levels and improving specifically pedagogic/teaching abilities (http://cerpek.muni.cz/), language skills (https://www.cjv.muni.cz/en/), advancing in e-learning (https://is.muni.cz/elportal/), and other external courses, e.g. http://www.sci.muni.cz/NW/VVZ/INNOLEC/index.html or http://www.embo.org/funding-awards/courses-workshops</p> <p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. MU directive 2/2010 - Career rules (Art.5) 2. MU Employment code (Art. 3/2/g, f) 3. Career Center MU - web

			<p>4. Info for doctoral students - Web 5. Career in Research MU - Web CZ</p> <p>PROPOSALS:</p> <p>1. Creation of the Faculty training and development guidelines. 2a. Creation and implementation of the Faculty Career Code, containing career development paths and career advisor role. 2b. Development of a dedicated internal concept for attracting, hiring, onboarding, and career development of postdoctoral research fellows with focus on incoming/international researchers (dedicated web, information flyer, and training). 2c. 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. programs, and other stakeholders; system of continuous trainings as well as preparation of a follow-up support for further career development after graduation. 3. Implementation of the Faculty Evaluation/Appraisal system, including framework for setting targets for leadership and mentoring for senior researchers.</p>
39. Access to research training and continuous development	+/-	<p>GAPS:</p> <p>1. Missing Faculty Role system containing job descriptions/competency models for R1-R4 roles. 2. Missing the Faculty Career code, containing career development paths for R1-R4, built on the Faculty Role system. 3. Missing the Faculty Evaluation/Appraisal system. 4. Missing information on training and development opportunities available in a summary form.</p>	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u> This principle is considered almost implemented and is perceived as directly linked to specification of individual career development based on individual role competency models, employee evaluation and also to budgets availability. Improvement is required in visibility and communication of training and development opportunities for R1-R4. "Many things exist, however employees are not aware of these."</p> <p><u>Supporting regulations and websites:</u></p> <p>1. MU directive 2/2010 - Career rules 2. MU Employment code (Art. 3/2/g, f)</p>

			<p>3. Career Center MU - web 4. MU Info for doctoral students - Web 5. Career in Research MU - Web CZ</p> <p>PROPOSALS:</p> <p>1. Implementation of the Faculty Role system (Role systemization), including related job descriptions and competency models as a basic pillar for a structured employee evaluation.</p> <p>3. Implementation of the Faculty Evaluation/Appraisal system, including framework for setting targets for continuous professional development.</p> <p>4. Improvement of the Faculty Internal Communication: Implementation of the Faculty intranet - section supporting administration processes and HR, including regularly updated section on available internal and external trainings related to researcher competency building, also available in English.</p>
40. Supervision	+/-	<p>GAPS:</p> <p>1. Missing formal Faculty training/mentoring guidelines. 2. Clear official mentor assignment for the early stage researchers is often missing, especially in cases when they are not current or former students of the Faculty, but new employees. 3. Lack of leadership, mentoring and communication skills, and time management applicable to senior researchers and supervisors. 4. High administrative burden on supervisor side.</p>	<p>INITIATIVES UNDERTAKEN:</p> <p><u>Current Status:</u> This principle is considered almost implemented and is governed by multiple internal rules. It still requires improvements based on outcomes from consultation workshops. Individual departments have their own departmental organisation rules. This is set up in more informal way. Early stage researchers, in most cases, know who they should refer to and whom to inform. Some supervisory skills need to be refreshed and updated – there are planned activities for managerial education that will be available to department heads, senior researchers, and mentors, among others. Feedback and progress notes need to be reinforced. This entire process needs to be more formalized, written rules need to be created so that this becomes a scheduled event for each researcher.</p>

			<p><u>Supporting regulations and websites:</u></p> <ol style="list-style-type: none"> 1. Faculty Organisation rules (Art. VIII) 2. MU Educational, Creative and Associated Activities Quality Assurance and Internal Evaluation System Guidelines 3. MU directive 6/2016 - Project management 4. MU Study and exams regulations (Art. 28) <p>PROPOSALS:</p> <ol style="list-style-type: none"> 1. Creation of faculty training and development guidelines 2. Implementation of an Onboarding process, including an official mentor assignment to a new employee and related actions. 3a. Competency building: Leadership training for senior researchers, managers and supervisors, including communication and mentoring skills and time management, in appropriate form and using professional experienced and mature lecturer, who would be respected by senior researchers. 3b. Implementation of the Faculty Role system (Role systemization), including related job descriptions and competencies and considering additional organisational level. Consequently sub-department lead role needs to be added to the departmental org structure. 4. Decrease of administrative burden by reviewing existing University IS/IT tools, databases, and etc. Ensure IT-IS tools are further developed and configured so that they allow utilization of all existing functionalities.
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