TEMPLATE 3

INTERNAL REVIEW: MASARYK UNIVERSITY - FACULTY OF SCIENCE, Brno, Czech Republic

Name Organisation under review: Masaryk University - Faculty of Science

Case Number: 2018CZ317039

Organisation's contact details: Kotlářská 2, Brno, Czech Republic, 61137

Web-link to published version of organisation's HR Strategy and Action Plan:

https://www.sci.muni.cz/en/about-us/hrs4r

Web-link to organisational recruitment policy (OTM-R principles):

https://is.muni.cz/do/sci/normy/SM/SM19-03/?lang=en

https://www.sci.muni.cz/en/careers-at-the-sci-muni/recruitment-process-at-the-sci-mu

SUBMISSION DATE TO THE EUROPEAN COMMISSION: 30.11.2020

1. ORGANISATIONAL INFORMATION

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	**1387** Total R1, R2, R3 a R4 (519 researchers + 868 Ph.D. students)
Of whom are international (i.e. foreign nationality)	**222** 70 researchers + 85 Ph.D. students
Of whom are externally funded (i.e. for whom the organisation is host organisation)	**439** Data from daily updated university web site: https://www.muni.cz/o-univerzite/fakulty-a-pracoviste/prirodovedecka-fakulta/statistika (external staff employed on working agreements)
Of whom are women	**573** 168 women researchers + 405 Ph.D. students
Of whom are stage R3 or R4[1] = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	**195** R4-typically professor, adjunct professor, researcher in leading role (head of the workplace); R3-typically associate professor; researcher or scientific researcher II Note: In 2018, HC was reported by mistake in this row instead of FTE. HC of R3+R4 in 2020 is 236 (decrease compared to 2018 due to new methodology applied in line with the Faculty System of Positions and Job Titles).
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	**298** R2-lecturer, assistant professor, researcher/scientific researcher II, postdoc (all with PhD degree)
Of whom are stage R1 = in most organisations corresponding with doctoral level	**895** R1 - 868 Ph.D. students + 27 employees (typically assistant, researcher I or specialist)
Total number of students (if relevant)	**3651** All students at the Faculty of Science MU as of 8.10.2020
Total number of staff (including management, administrative, teaching and research staff)	**907** 519 researchers + 98 Ph.D. employed students+78 admin staff + 212 technical positions or other support staff at departments, Botanical Garden, Library. Note: In 2018, by mistake HC was reported in this row instead of FTE. HC of total staff in 2020 is 1152.
RESEARCH FUNDING (figures for most recent fiscal year)	**€**
Total annual organisational budget	60 515 079

Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,…)	*26 737 352*
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	*23 868 610*
Annual funding from private, non-government sources, designated for research	*2 065 519*

ORGANISATIONAL PROFILE *(a very brief description of your organisation, max. 100 words)*

The **Faculty of Science MU** (SCI MU) is a higher education institution at Masaryk University (MU), established pursuant to Section 22 (1) b) of the Higher Education Act of the Czech Republic and specified in section 2 b) of Annex No. 2 of the MU's Statute. The Faculty is organized in 13 relatively autonomous departments and 2 institutes, of varying size and complexity – from circa 20 to 270 employees, and having their own departmental organisation rules and budgets. As an integral part of the university, the faculty cooperates closely with the Faculty of Medicine, Central European Institute of Technology (CEITEC) and the Faculty of Pharmacy at Masaryk University.

The Faculty of Science MU has endorsed principles of the Charter and the Code and implements the HRS4R as a separate organisation.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE (NARRATIVE)

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Ethical and professional aspects

Initial Phase 2018

STRENGTHS:

Freedom of research, respect to **ethical principles as well as professional responsibility**, attitude and accountability are strongly anchored within the Faculty research community. Compliance with this principle is promoted by a long tradition as well as strategic documents (https://www.muni.cz/en/research) that include inputs from the International Scientific Advisory Board (https://www.muni.cz/en/research/isab). Quality is also assured through the internal regulations implemented at the levels of University, Faculty as well as Faculty individual Institutes/Departments and through other internal control mechanisms like the Faculty and University Academic Senate.
More details on the Faculty and its research activities see here.

Dissemination, exploitation of the results and public engagement are well assured by various means including Technology Transfer Office [http://www.ctt.muni.cz/en], web news portal [https://www.online.muni.cz/en], monthly printed magazine [https://www.online.muni.cz/pdf-verze/10164-muni-rocnik-2018] or – for example - database of MU experts serving to public and journalists [in Czech: https://www.online.muni.cz/experti]. Faculty is also actively involved in activities for public such as annually organized "Night of Researchers" [http://www.noc-vedcu.muni.cz/] and others.

WEAKNESESS:

As an outcome from the Gap Analysis, consultation sessions, the Faculty researchers identified following **major areas requiring improvement, which are applicable to multiple Thematic Groups** in addition to Ethical aspects:
* Missing a **Faculty Evaluation/Appraisal system** providing all R1-R4 and their supervisors with clear framework for setting and evaluating performance targets based on roles & competencies while still maintaining space for individual department specifics and academic freedom.
* 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.
* **External Communication & Employer Branding**: very low visibility of the Faculty externally, missing modern and complex Faculty web site that would be also in English and containing an appealing Faculty Career page.
* Missing complete **information and training in English** (equal to the one provided in Czech), language barrier for not Czech speaking researchers.
 Ethical and professional major **specifics requiring actions** are:
* Missing **structured information sharing and training** on Ethical principles, in the initial employment stage (Onboarding) and also during the researcher employment.
* Missing **specific know-how** and sufficient support for preparation and **project writing** (including complex international projects), and financial management.
* Missing **general framework of H&S training** and documentation process (preferably in eLearning tool and provided in English as well) that would be applicable to all Faculty departments.
* Missing the **Faculty information security process** - data management, data back-up, and data security.

Interim Assessment 2020

Masaryk University, Faculty of Science, Kotlářská 267/2, 611 37 Brno, Czech Republic

During the implementation phase 2019-2020, we have made the following progress in **Ethical and professional aspects** compared to the Initial Assessment phase, and we have improved several that time weaknesses by actions:

- Communication on research, as well as general communication, became bilingual (Czech and English) as a standard. In some areas, English is used exclusively (e.g. PhD-related topics).

- Improvement of **external communication**: New external web of the faculty (https://www.sci.muni.cz/en/) has been created - fully bilingual, including a new Research page and Careers web page. This action significantly improved the visibility of the faculty's research qualities, results, and events and contributed to professional **employer branding**. We also continue developing specific faculty content on the newly introduced university intranet - internal Employee Portal.Muni.CZ.

- In addition to general news and news from research and science, the faculty's Project Office started publishing **research project news** via the internal **Employee Portal where** researchers get regular updates on research projects. **Events of the Week,** i.e. weekly e-mail updates, are being distributed to all doctoral students at the University Campus to promote research events and seminars. The same mailing is prepared for the second faculty location in the city center.

- **Procedures for assigning professors and associate professors** (habilitation and appointment) have been fully described, including criteria are available online.

- Dean's directive on Recordkeeping, Affiliation and Dedication of Results of Scientific and Research Activities at the Faculty of Science MU has been implemented. Among others, it helps to provide data for academic employees' evaluation.

- Newly created Employee Evaluation Process is, using the adjusted university e-Application (EVAK), being implemented. The employee's evaluation process represents a significant change in org. culture. It has been built on a both bottom up and top down approach and thorough discussion at the faculty.

- Newly created System of Positions and Job Titles (Role System) is being implemented as a basic pillar of the employee lifecycle processes – Recruitment, Evaluation, Training & Development, embedding the R1-R4 research profiles and also bringing job descriptions & competency models.

- Newly created Occupational Health and Safety Process is being implemented. This process summarizes the obligations of supervisors in organizing health and safety provisions at workplaces, in addition to the mandatory entry and periodical OHS training, e-Learning.

On the university level, there was significant progress made in the area of **Open Science** and **Open Access.** New comprehensive web was created: https://openscience.muni.cz/ and Open Science is one of the HR strategic project sub-activities - "Development of Human Resources and MU's International Research Orientation II" (HR4MUII). This activity is co-financed by the European Union and within which the Open Access Strategy MU is being prepared. Faculty of Science MU is actively involved in the university Advisory Board for this project, and faculty Open Science methodologist is a member of the university Open Science governance.

To **attract and promote the best researchers,** the Grant Agency of Masaryk University provided **dedicated schemes for** both senior and junior researchers having the potential to submit/win **ERC grants**.

Through the Grant Agency MU, also re-integration of (mainly female) researchers back to research is assured through a dedicated scheme "Support for Integration of Researchers After a Career Break" (Career Restart).

Recruitment and selection

Initial Phase 2018

STRENGTHS:

For this thematic heading several weaknesses have been identified. However, as a strength we can highlight natural attractiveness of the Faculty as an employer for researchers due to well-known intellectual potential and extremely interesting fields of research.

More details on the Faculty and its research activities see here.

The Faculty is also known for its strong commitment towards improvement. The new dean, in the office since February 2018 for minimum of next 4 years, as well all of the stakeholders (including academic staff and researchers) are strongly committed to this process and guarantee its long term sustainability.

WEAKNESESS:

Following areas for improvement were identified by researchers and also by the involved HR experts during the Gap Analysis:

* Well-presented **Faculty recruitment policy**, in addition to the University regulation that would include all OTM-R principles, criteria for Selection committee composition also from gender perspective, recommendations related to career breaks in the CV and candidate evaluation guide are missing.

* There are no **Faculty specific recruitment process description** and practical guidelines in place helping to apply advanced job advertising, sourcing and evaluating and hiring techniques in a unified way.

* Involved faculty staff (HR team for academic positions, departmental staff for non-academic positions) does not use all up-to- date recruitment techniques, sources and channels.

* Existing **University eRecruitment tool (INET), is not fully utilized**.

* Insufficient Employer branding: low visibility, missing modern and complex Faculty web site that is also in English, and, especially, own Career Page showing potential career paths to candidates.

* Missing **Faculty Career Code** as one of the selection pillars, especially in case of internal hiring, see also a Weakness in Working conditions.

Interim Assessment 2020

During the implementation phase 2019-2020, the **Recruitment and selection** area was our priority, and we devoted major efforts and time to it. This applies not only to efforts of the HR Award Expert team, that designed a new Recruitment Procedure and a new Recruitment Process Guidelines and Templates (in line with both the Charter&Code OTM-R principles and advanced recruitment techniques) but also to high engagement of all faculty stakeholders (HR department, Department heads, supervisors and departmental admin staff).

We have improved the majority of the existing recruitment practises at the Faculty that were, in the Initial Assessment phase, recognized as weaknesses. We took the following actions and implemented these new steps:

- The newly created Dean's directive, **Recruitment Procedure (OTM-R Policy)**, has been implemented.
  The new policy is used as a standard for open, transparent, and merit-based selection. It creates a new obligation to conduct a selection process for **all** faculty vacancies. It uses profile/job descriptions specified in the new faculty System of Positions and Job Titles for job requirements and candidate evaluation and sets rules to balance the selection committees from the gender and expertise perspectives. It also strongly recommends posting research vacancies on the faculty's Euraxess profile, which has merged multiple individual faculty departments' profiles into one official profile.

- Dean's Instruction, **Recruitment Guidelines (OTM-R Process),** complements the Recruitment Procedure (OTMR-R Policy)**.** The Guidelines bring a detailed **process map** with more than 20 attachments/**templates** supporting individual process steps and all participant roles in the selection process (e.g. Hiring Request and Job Advertisement, Selection Committee Nomination Letter and Selection Committee Training Documents, GDPR Principles, Interview Scenario and Recommendations (including antidiscrimination provisions), List of Recruitment channels for job posting (including prices, links and internal university owners), E-Recruitment tool guidelines (including the e-application instruction), Interview Feedback Form, Job Offer, Rejection email, Information on Employment in the Czech Republic, Joining Instructions and Pre-Onboarding Checklist.

Both OTM-R Policy and Process were fully implemented - communicated to all employees via email/web newsletter, presented in a recruitment section of a new Career web of the faculty, and explained in detail at circa 13 **training sessions** to about 100 supervisors and administrative staff. Special attention was paid to the HR Department staff training providing recruitment support to respective faculty workplaces..

- Within the implementation of the OTM-R Policy and Process, the faculty analysed the existing university **e-Recruitment tool** and requested adjustments to the e-Tool to increase its effectiveness. The adjustments are currently in the university approval process. In relation to this, metrics for measuring recruitment effectiveness via the e-Tool data will be implemented in the next project phase.
- Newly created **Career Code**, which helps to introduce professional opportunities and eventual career development paths to potential candidates, is being implemented.
- We have created the new **Careers** web to introduce the Faculty of Science MU as an attractive employer. It presents Recruitment process description, Open positions, Career Development Paths, Success Stories, and Ethics at the workplace sections.

Working conditions

Initial Phase 2018

STRENGTHS:

Good situation exists in both Research environment (principle 23) and **Working conditions** (24), in the sense of top infrastructures and facilities which are commonly open and shared among researchers including natural cooperation of highly skilled professional teams. Existing system allows to adapt to researchers' specific needs related to their family and work balance, including part-time contracts, sabbatical leave, flexible working hours etc., even though not always formally supported by Faculty regulations. The open spirit is also reflected by natural support and appreciation of co-authorships (32) within faculty as well as externally. The co-authorship is also supported by a newly implemented Czech National Methodology for Evaluating Research Organisations and Research, Development and Innovation Purpose-tied Aid Programmes (approved under Czech Government Resolution No. 107 of 8 February 2017, so called „Methodology 17+").

Other principles are also naturally implemented such as acknowledgements of (international) mobility (29), which is among our top priorities, supported by the University body International Support Office [https://www.muni.cz/en/about-us/organizational-structure/rectors-office/999222-international-support-office/about-the-site] and Centre for International Cooperation [https://czs.muni.cz/en/] offering a number of opportunities for both incoming and outgoing students and researchers.

The same applies also to intellectual property rights (31), where trainings as well as implementation are assured through the University Technology Transfer Office (http://www.ctt.muni.cz/en)

Balanced demands and synergies in research and teaching (33) are naturally implemented. Individuals thriving for research are less requested in teaching of (especially undergraduate) classes. These are covered by dedicated "lecturers". 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 – the Statute.

The right to participate in the decision-making (35) is assured through democratic and open systems of Academic senates at both Faculty and whole University levels.

WEAKNESESS:

As the outcome from the Gap Analysis consultation sessions shows, the Faculty researchers identified following major areas requiring improvement:

* Missing **Faculty Evaluation/Appraisal system**, see also a Weakness in Ethical aspects.
* Missing **Faculty H&S training process**, see also a Weakness in Ethical aspects.
* **Language barrier**, see also a Weakness in Ethical aspects.
* Well-presented **Faculty recruitment policy**, see also a Weakness in Recruitment.
* Missing **Faculty Career code** built on the new Faculty Role system and allowing individual departments to add their specifics, containing career development paths for R1-R4, rules for selection/evaluation and career advisory rules. This Weakness is applicable to multiple Thematic Groups.
* Missing **Faculty working time regulation** (flexible working hours, home office).
* **Faculty Internal communication** – Missing faculty HR intranet with all necessary employment info in one place, also in English, low visibility of the University Career Center, lack of information about existing educational programs, and training and development opportunities.
* There is certain **feeling of insecurity** among researchers with respect to **duration of their employment contracts**, especially in their early stage, but not limited to this time frame only.
* Missing **better visibility of women researchers**, better gender & cultural diversity awareness.
* Missing Faculty reporting mechanism for eventual ethical issues, conflicts and grievance cases – **Ombudsman role** (University complaint process is in place).

Interim Assessment 2020

During the implementation phase 2019-2020, we have made the following progress in **Working conditions** aspects compared to the Initial Assessment phase:

- As already mentioned in preceding SWOT sections, there were following processes influencing working conditions introduced, some of them already fully implemented: Employee Evaluation Process, Occupational Health and Safety Process, Recruitment Procedure (OTM-R Policy), Recruitment Guidelines (OTM-R Process) and Career Code.

- We have significantly reduced the language barrier. The majority of the 2019 and 2020 general faculty communication, as well as all official documents, are bilingual (CZ+Eng). We have also translated the majority of relevant documents created before 2019 into English.
- Newly created **Onboarding Process** has been prepared and is going to be implemented. It will help new employees to adapt to the new working environment in a positive and effective manner.
- Newly created and fully implemented directive on Organization and Record-Keeping of Working Hours brought **clear working time rules,** among others on flexible working hours and home office. This directive helps especially parents to combine their work performance with childcare duties and thus maintain good work and life balance. Note: This set of documents is for internal use only and accessible only to the university employees.
- The institute of **Ombudsman** is a sensitive action point, which has also been emphasized in the faculty HRS4R Consensus Report received from EC Assessors in 2018. It has been thoroughly analysed, including the possibility of participating in the university-wide concept. The university has issued an updated directive on submitting and resolving employment-related complaints. The document is accessible only to university employees and is available in CZ language only. The university is considering establishing a mediation service in the future. Therefore, the faculty works on creating its own institution of the Ombudsperson; this should be finalized in 2021. See also the respective part of the Employee Survey 2020 and the pre-prepared section of the faculty website. As a first step, an **Ombudsperson for Ph.D. students** has been appointed, and a Complaint tracker has been prepared for this Ph.D. role.
- In the area of gender equality support, the faculty became an Associate Member of an international mentoring network **Eument.net**: http://www.eument-net.eu/members/ (international mentoring programmes for researchers – originally intended for women to support their position in science but extended to all researchers later on). We also started cooperating with the Czech national contact center for Gender and Science (NKC).
- As one of the steps to improve working conditions, a **Childcare Group** has been set up, in a joint effort of all MU faculties located at the University Campus. The faculty will focus on arranging a similar facility for its second location in the city center.
- During the current pandemic situation, when most of the staff is on home office, **the online sport activities** were provided to all university employees and their children via the university intranet.
- The existence of the **International Staff Office MU** became even more important during the pandemic. It gradually extends its services - namely information services, which appeared to be crucial in the current "Covid times", when information about current immigration measurements are necessary for legally compliant hiring and employment of foreign nationals
- Through the university Grant Agency, **re-integration of (mainly female) researchers** back to research is newly assured through the dedicated **scheme "Support for Integration of Researchers After a Career Break"** (**Career Restart**).
- A weakness stated in the 2018 Internal Review**,** i.e., "feeling of insecurity" among researchers with respect to limited duration of their employment contracts**"** was partially addressed as an explanatory provision of the new Career Code, up to an extent the current financing scheme of research and higher education in the Czech Republic and also the Czech Labour Code allow. The faculty will continue in identifying further steps suitable to all involved parties.

Training and development

Initial Phase 2018

STRENGTHS:

Although some improvements are needed, certain aspects of Continuing Professional Development (38) and Access to research training and continuous development (39) are well implemented. Examples include natural right of researchers to participate at professional congresses as well as courses and trainings provided at the level of University and Faculty improving namely 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 others. There are many training and development opportunities for R1-R4 at the University, even though not advertised and communicated enough.

WEAKNESESS:

As an outcome from the Gap Analysis, consultation sessions, the Faculty researchers identified following major areas requiring improvement:

* Missing the **Faculty Career code**, containing career development paths for R1-R4, built on the Faculty Role system, see also a Weakness in Working conditions.
* Missing the **Faculty Evaluation/Appraisal system**, see also a Weakness in Ethical aspects.
* Missing the **Faculty Role system** containing also job descriptions/competency, see also a Weakness in Ethical aspects.
* **Faculty Internal communication** – Missing information about existing educational programs and training and development, see also a Weakness in Working conditions.
 * Missing well developed **educational concept for doctoral students and also postdoctoral research fellows** and training for early stage researchers in academic writing and publishing.
* Missing formal **Faculty training/mentoring guidelines,** and **mentor assignment** for early stage researchers.
* **Lack of mentoring and communication skills** and time management also applicable to senior researchers.
* High **administrative burden** on supervisor's side.

Interim Assessment 2020

During the implementation phase 2019-2020, we have made the following progress in the **Training and development** area compared to the Initial Assessment phase:

- As already mentioned in preceding SWOT sections, there were following processes influencing T&D introduced, some of them already fully implemented: System of Positions and Job Titles, Career Code and Employee Evaluation Process.
- Faculty dedicated significant efforts to **early-stage researchers' development**, namely Ph.D. students but also PostDocs:

  Creation of comprehensive **PostDoc website,** organization of yearly **Ph.D. Days** starting in 2018, publishing a **Guide to Ph.D. Studies, the** introduction of a new bilingual **website for doctoral students** = online information hub**,** the appointment of the **Ph.D. Ombudsperson,** distribution of **Events of the Week -** mailing for Ph.D. students, offering an interactive **course on academic writing** since 2019.
- The **faculty drives inter-faculty cooperation in the establishment of a joint "Mendel Ph.D. Umbrella":** faculties with close relationships regarding the research topics, i.e. Faculty of Science, Faculty of Medicine, Faculty of Pharmacy and CEITEC research institute are involved in sharing information on research seminars, cooperation offers, training and mentoring among all natural and life-sciences-oriented faculties.
- The university is developing a comprehensive concept of support training for doctoral students, supervisors, and doctoral boards, tentatively called "**MUNI Ph.D. Academia".** This concept is also being developed based on the recommendations of ISAB - https://www.muni.cz/en/research/isab. The "MUNI Ph.D. Academia" concept will set transparent criteria and requirements for doctoral students as well as supervisors, including work conditions (salaries, etc.). It will provide various mentoring tools.
- Planned content of the HR Academy for supervisors has been broadened in the Revised Action Plan 2021-23, by legal aspects of dealing with employee performance.
- The T&D area was also most negatively influenced by the pandemic situation. We had to cancel an already organized Leadership training with an international lecturer in spring 2020 and postpone preparations for a PostDoctoral workshop.

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

In general, we have met the original plan priorities by building a solid basis for improving the faculty employee life cycle. We started with the System of Positions and Job Titles, which provided solid grounds for the following Recruitment Procedure (OTM-R Policy), Recruitment Guidelines (OTM-R Process), Career Code, Onboarding Process, and Employee Evaluation Process.

 Our Initial Action Plan 2018 was ambitious, and the strategy was designed for the whole 5-year period, i.e. 2019 – 2023. By the above, we have completed all preparation phases of the mid-term action points. However, we have not completed the implementation of some of them into the faculty's real-life. We made progress in all cases, though.

The 2020 pandemic situation and also the complexity of practices at the 13 autonomous departments requiring a more individual approach than was initially expected are the reason to postpone some of the implementation activities.

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

1. Similarly to the rest of Europe, the **Covid-19 pandemic** impacted the university's operations and the faculty's HRS4R implementation phase.   Despite the impact during the spring and currently in the autumn of 2020, we did our best to overcome this.

- Organisational priorities had to change due to practical reasons, and enormous efforts were undertaken to ensure essential functions – teaching and research.

- The faculty/university focused on the dynamic transition to digital operation and home office mode: In a short time, the majority of teaching activities were converted to the online form, the same held for meetings, and multiple types of administration where e-Tool allowing electronic approvals and signatures of documents has been implemented, etc.

- Consequently, meetings and training were limited to the online form (apart from summertime). The university/faculty adapted exceptionally quickly; however, we missed personal contact, which is always needed when the organisation is transforming people processes. Consequently, the HRS4R implementation (of newly created processes) requiring extensive communication and involvement of all stakeholders got slightly delayed.

2. Faculty's HR Award Manager (Senior Strategist) **became an EC Expert – HRS4R Assessor** in 2019 and conducted multiple Assessments of other European organisations applying for the HR Award till now, which helped the faculty to understand the broader context of the HRS4R implementation.

Are any strategic decisions underway that may influence the action plan?

There was an important decision made at the university level: 9 additional faculties of Masaryk University individually endorsed the Charter and Code principles in 2019 and started to prepare the HR Award applications, GAs, and APs for their submission in 2020.

The university rectorate personnel department established the **MU HR Award Coordinator role** and the **MU HR Award Coordination group** in 2019. The coordination group started to identify areas where all faculties working on the HRS4R could be supported and created a **Schedule of joint actions and outputs till 2023**. Some of those outputs and initiatives will have been used by the Faculty of Science MU in the updated Action Plan for 2021-23 with the aim to enhance the university targets by the faculty operational specifics.

Note: Faculty of Science MU heavily supported this group of faculties. We shared experience and best practices gained during our own GA and AP preparation, shared learning points from the HRS4R implementation and also the AP outputs – new policies and processes created at the faculty. These are expected to shape the university standards as a pilot. Faculty of Science MU also provided consultancy of the HRS4R Assessor, an employee of the faculty, as mentioned in the previous section.

3. ACTIONS

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered, omitted or added, please provide a commentary for each action.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings:

Current status options: NEW / IN PROGRESS / COMPLETED / EXTENDED

Proposed actions 2018	*Gap Principle(s)*	*Timing*	*Responsible Unit*	*Indicator(s) / Target*	*Current status 2020*	*Remarks*
*1. Implementation of a faculty **ROLE SYSTEM**, 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.** Evaluation/ appraisal systems (+/-) **16.** Judging merit (-/+) **21.** Postdoctoral appointments (++) **22.** Recognition of the profession (+/-) **33.** Teaching (+/-) **37.** Supervision and managerial duties (+/-) **39.** Access to research training and continuous development (+/-) **40.** Supervision	*Preparation 31.5.2019* *Implementation* *31.12.2021 New Due Date*	*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/pracujeme-na-udrzeni-hr-award-the-hr-award-sustainability-progress *3. [% positions with job descriptions in place] - New Due Date*	*IN PROGRESS*	*The Dean's Directive, **SYSTEM OF POSITIONS AND JOB TITLES**, has been created, discussed, approved by the extended Dean's Board, published, communicated to all employees via email/web newsletter, and explained at training sessions for circa 100 supervisors and administrative staff.* *The System of Positions and Job Titles reflects R1-R4 profile descriptions, specifies individual Position duties, details, essential requirements, and job purpose for all staff categories: Academic Staff, Non-academic Research Staff, and Support Staff. The System also includes Competency Models.* *The System is already used in the new faculty recruitment process to specify vacant positions requirements and in the candidate assessment process. It also represents the basis for the Career Code.* ***I.e., The Preparation phase has been fully Completed.*** ***The Implementation phase has been Partially Completed**, The final deadline was extended till 31.12.2020 to finalize the review of employee's assignment to positions and job titles and create/update missing job descriptions for individual employees, using prepared Job Description templates*
*2. Creation of a faculty **CAREER CODE,** built on the new faculty Role system and allowing*	(-/+) **13.** Recruitment	*Preparation 31.5.2019*	*HRA Dpt. *HR Dpt.*	1. https://is.muni.cz/do/s	*COMPLETED*	*The Dean's Directive, **CAREER CODE**, has been created, discussed, approved by the extended Dean's*

individual departments to add their specifics in their departmental operational procedures, containing: *Career development paths, presented on the faculty Career page, and being referenced 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.*	(-/+) **21.** Postdoctoral appointments (+/-) **25.** Stability and permanence of employment (-/+) **28.** Career development (+/-) **29.** Value of mobility (-/+) **30.** Access to career advice (+/-) **33.** Teaching (+/-) **38.** Continuing Professional Development	*Implementation 30.9.2020*	**HRA Work Group (Dpt. Heads)*	ci/normy/SM/SM19-02/ *2. Newsletter* https://www.sci.muni.cz/clanky/pracujeme-na-udrzeni-hr-award-the-hr-award-sustainability-progress *3. 100% positions with career path description in place* https://www.sci.muni.cz/en/careers-at-the-sci-muni/career-development-career-paths-positions		*Board, published, communicated to all employees via email/web newsletter, presented on a new Career web of the faculty, and explained as an additional topic at training sessions for circa 100 supervisors and administrative staff.* *The Career Code specifies Career Prerequisites for Positions (including mandatory mobility requirements), Career Paths (Tracks) and Promotion Rules for all staff categories:* *Research & Teaching, Research Technical Support, and Administration & Operations.* *It includes a provision on possibilities of employment contract duration and information on Career advising – interpretation of the Career Code.* *The Employee Survey 2020 shows that employees still seek information on career development possibilities. Therefore, a new communication action will be added to cover this need.*
*3. 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.** Public engagement (+/-) **11.** Evaluation/appraisal systems (+/-) **26.** Funding and salaries (+/-) **32.** Co-authorship (+/-) **33.** Teaching (+/-) **37.** Supervision and managerial duties (+/-) **38.** Continuing Professional Development (+/-) **39.** Access to research training and continuous development	*Preparation 31.5.2019 Implementation 30.4.2022 New Due Date*	**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] - New Due Date*	**IN PROGRESS**	*The Dean's Directive, **PROCESS OF EMPLOYEE EVALUATION**, has been created, discussed thoroughly within the Researcher Focus Group and dedicated Sub-Work Group, approved by the extended Dean's Board, published, communicated to all employees via email/web newsletter, presented on a new Careers web of the faculty, and explained at individual training sessions with the "1st group" department's heads and the responsible admin staff.* *The process sets rules for evaluating all staff categories: Academic Staff, Non-academic Research Staff, and Support Staff. It includes recommendations for the targets (indicators) and recommends linking these to financial valuation (variable pay). The evaluations will be done using the university e-application (Evak), where adjustments are, after the functionality analysis, being designed by the faculty in cooperation with the university teams.* ***I.e. The Preparation phase has been fully Completed.*** *This process represents a significant and sensitive cultural change for the faculty, and its implementation will require more time and effort than we originally expected. Therefore, the **Implementation phase will be extended** till 30.4.2022, when first group of workplaces (circa half of the faculty employees) should be evaluated within Q1 2021 and the second group of workplaces within Q1 2022.*

						The implementation phase will include both additional internal and external training on "How to conduct evaluation discussions".
4. 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 committee 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.** Recruitment (+/-) **14.** Selection (+/-) **17.** Variations in the chronological order of CVs (+/-) **20.** Seniority (+/-) **27.** Gender balance	*Preparation 31.5.2019 Implementation 30.9.2020*	*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/pracujeme-na-udrzeni-hr-award-the-hr-award-sustainability-progress** 3. 100% staff informed 4. List of channels for job posting – part of the Recruitment Process Guidelines 5. web link Euraxess **https://euraxess.ec.europa.eu/partnering/organisations/profile/32325**	***COMPLETED***	*The Dean's Directive, **RECRUITMENT PROCEDURE - OTMR**, has been created, discussed thoroughly, approved by the extended Dean's Board, published, communicated to all employees via email/web newsletter, presented on a new Career web, and explained at circa 13 training sessions for circa 100 supervisors and administrative staff.* *Special attention was paid to the HR Department members' training providing recruitment support to the faculty workplaces.* ***Euraxess profile*** *– the faculty merged multiple profiles of individual departments into one official profile. We recommend to post all research vacancies there.* *The Recruitment Procedure has been **fully implemented** and is used as a standard for open, transparent, and merit- based selection process. It now brings the obligation to conduct a selection process for all vacancies, using profile/job descriptions specified in the new System of Positions and Job Titles for job requirements and candidate evaluation. It also specifies rules related to balancing selection committees from the gender and expertise perspective.* *Within the Procedure implementation, the existing university e-Recruitment tool was analysed and the faculty requested the e-tool adjustments to increase its effectiveness. The adjustments are currently in the university approval process.* *Metrics for measuring recruitment effectiveness to be implemented in the next project phase (after adjustment of the university e-Recruitment tool, see action point 19 - Decrease of the administrative burden by REVIEWING EXISTING UNIVERSITY IS/IT TOOLS).*
5. Creation and implementation of the faculty **OTM-RECRUITMENT PROCESS** (Guidelines), both for external and internal hiring, as a practical methodology and helpful	(-/+) **13.** Recruitment (+/-)**15.** Transparency (+/-) **16.** Judging merit	*Preparation 31.5.2019, Implementation 30.9.2020*	*HRA Dpt. *HR Dpt. *HRA Work Group (Dpt.*	1.**https://is.muni.cz/auth/do/sci/normy/PO/prirucka_vr_recruitment_guidelines/** - Internal Doc.	***COMPLETED***	*The Dean's Instruction, **RECRUITMENT PROCESS GUIDELINES - OTMR**, has been created, discussed thoroughly, approved by the extended Dean's Board, published, communicated to all employees via email/web*

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), anti-discrimination list of questions (What to ask and not to ask at the interview). *Templates for situational communication with candidates.			*Heads)*	*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 *https://is.muni.cz/auth/do/sci/web/HRA/hrs4r_sci_mu_-_internal_review_11_2020/* 5. *https://euraxess.ec.europa.eu/partnering/organisations/profile/32325* 6. [hiring manager feedback] - New Due Date 7. 100% of informed applicants 8. [successful candidate feedback – New Due Date		newsletter, and explained at circa 13 training sessions for circa 100 supervisors and administrative staff. *(Note: This set of documents is internal and accessible only to the university employees.* Special attention was paid to the HR Department members' training who provide recruitment administrative support to all faculty workplaces and who participated in the process design.* *The Guideline is a **detailed process map** of internal character and is directly accessible to faculty/university employees only.* *The Guideline provides more than 20 **templates** supporting individual process steps and all participant roles in the selection process. It includes Hiring Request and Job Advertisement, Selection Committee Nomination Letter and Selection Committee Training Documents, GDPR Principles, Interview Scenario and Recommendations (including antidiscrimination provisions), List of Recruitment channels for job posting (including prices, links and internal university owners), E-Recruitment tool guidelines (including the e-application instruction), Interview Feedback Form, Job Offer, Rejection email, Information on Employment in the Czech Republic, Joining Instructions and Pre-Onboarding Checklist.* *Metrics for measuring recruitment effectiveness will be implemented in the next project phase, (after adjustment of the university e-Recruitment tool, see action point No. 19 - REVIEWING EXISTING UNIVERSITY IS/IT TOOLS).*
6. 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	(+/-) **1.** Research freedom (+/-) **2.** Ethical principles (+/-) **3.** Professional responsibility (+/-) **4.** Professional	*Preparation 1.1.2019 Implementation 30.9.2023*	*HRA Dpt.*	90% of relevant documents in English *[% of trainings in English] – Moved on*	**IN PROGRESS**	*The faculty has made significant progress in the **USE OF ENGLISH**. The general faculty communication to employees (coming from all Dean's Office support departments) and all official documents (Dean's Directives, Measures, Instructions) are bilingual (CZ + EN) in the majority of cases as of January 2019.*

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.	attitude (+/-) **5.** Contractual and legal obligations (+/-) **6.** Accountability (+/-) **7.** Good practice in research (+/-) **10.** Non discrimination (+/-) **23.** Research environment (+/-) **24.** Working conditions (+/-) **26.** Funding and salaries (+/-) **31.** Intellectual Property Rights (+/-) **33.** Teaching (++) **35.** Participation in decision-making bodies					*The majority of current official documents (Dean's Directives, Measures, Instructions) created before 2019 were translated into English as well.* *However, improvements are still needed, as the results of the Employee Survey 2020 confirm:* **32% of foreign employees consider faculty's providing equal information to non-Czech speaking employees as sufficient, 65% partially, and 3% insufficient.** *In the coming phase of the project, we will focus on language points mentioned in the Employee Survey – namely information related to the outputs of the faculty Academic Senate and communication on the departmental level.* *The faculty will continue with its efforts to influence the availability of university communication and official documents in both language versions.* *As to English versions of training, mainly coming from the university level, there is still significant space for improvement, which is also linked to both the faculty and university's financial resources.* *However, we made some progress in this area as well – e.g., Occupational Health and Safety e-Learning in EN, provided by the university in 2019.*
7. Creating a **CODE OF ETHICS**, *expanding the University's Code, to focus on principles of the HRS4R.*	(+/-) **2.** Ethical principles	31.12.2018	*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 3. 100 % of employees informed	***COMPLETED***	*The Dean's Directive,* **CODE OF ETHICS**, *has been created (based on the university Code of Ethics supplemented with the HRS4R ethical principles), approved by the extended Dean's Board, published, communicated to all employees via email/web newsletter, and also through the Career web of the faculty, the Ethics at the Workplace section.* *In the next phase of the project, the Code of Ethics will become part of the Refresher e-Learning on Ethical principles.* *Note: there was a copying mistake in Indicators in 2018 in the online tool*
8. Implementation of the faculty **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*	(+/-) **1.** Research freedom (+/-) **2.** Ethical principles (+/-) **3.** Professional responsibility (+/-) **4.** Professional attitude	*Preparation 30.6.2020 Implementation* 30.12.2021 - New Due Date	**HR Dpt.* **HRA Dpt.* **HRA Work Group (Dpt. Heads)* ** RMU HR Dpt.*	**1.** https://is.muni.cz/do/sci/normy/SM/SM20-05/?lang=en 2. [# of new employees trained] 3. [successful	***IN PROGRESS***	*The Dean's Directive,* **ONBOARDING PROCESS**, *has been created, discussed thoroughly, approved by the extended Dean's Board, and published.* *The process provides 7* **templates**, *supporting all process roles (e.g. Joining Checklist and Instructions, Employee Adaptation Plan, New Employee Guide, Welcome email, etc.)*

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.*	(+/-) **5.** Contractual and legal obligations (+/-) **31.** Intellectual Property Rights (+/-) **32.** Co-authorship (+/-) **36.** Relation with supervisors (+/-) **37.** Supervision and managerial duties (+/-) **40.** Supervision		** RMU IT Dpt.*	*candidate feedback after first 12] months]* *4. [# of employees leaving within the first 12 months]* *5. [# of employees leaving due to performance issues]*		***I.e. The Preparation has been phase fully Completed.*** *In the (extended) Implementation Phase, the supervisors and the administrative staff will be trained and the practical use of the process is expected in Q2 2021.* *The **Onboarding process effectivity will be evaluated** and measured as topic of a Master Thesis topic by a faculty admin staff member.* *During the Implementation Phase, individual process steps will be analysed and considered a base for the **university wide e-Onboarding Tool.** See also action point No. 19 - REVIEWING EXISTING UNIVERSITY IS/IT TOOLS).*
*9. Implementation of **REFRESHER TRAINING** in ethical and professional aspects of research, intellectual property rights, co-authorship and H&S.*	(+/-) **1.** Research freedom (+/-) **2.** Ethical principles (+/-) **3.** Professional responsibility (+/-) **4.** Professional attitude (+/-) **5.** Contractual and legal obligations (+/-) **31.** Intellectual Property Rights (+/-) **32.** Co-authorship	*31.12.2022* *New Due Date*	**HR Dpt.* **HRA Dpt.*	*[# of employees trained]* *New Due Date*	***IN PROGRESS***	*Due to the efforts dedicated to the previous action points, i.e. basic pillars of the employee life cycle, there has not been significant progress made in this action point (except for the bilingual Occupational Health and Safety Training e-Learning being implemented at the university level). We have, therefore, extended its deadline.* *The activity is expected to include a summarization of available university training and Open Science awareness and respective communication to employees, with the contribution of the faculty Sub-Work Group, which will be established.*
*10. Implementation of **e-LEARNING TOOL** allowing systematic and efficient onboarding and refresher training.*	(+/-) **1.** Research freedom (+/-) **2.** Ethical principles (+/-) **3.** Professional responsibility (+/-) **4.** Professional attitude (+/-) **5.** Contractual and legal obligations	*31.12.2023* *New Due Date*	**HR Dpt.* **HRA Dpt.* **Faculty IT Dpt.* **RMU IT Dpt.*	*1. [# of employees trained],* *2. [web link]* *https://www.sci.muni.cz/en/current-news/great-news-osh-and-fp-e-learning-available-in-is*	***IN PROGRESS***	*Due to the efforts dedicated to the previous action points, i.e. basic pillars of the employee life cycle, there has not been significant progress made in this action point. We have, therefore, extended its deadline.* *The exception was the implementation of the bilingual Occupational Health and Safety Training e-Learning.* *As to the Onboarding process e-Learning: individual process steps will be analysed and considered a base for*

	(+/-) **7.** Good practice in research (+/-) **23.** Research environment (+/-) **31.** Intellectual Property Rights					*the university wide e-Onboarding Tool. See also action point 19 - Decrease of the administrative burden by REVIEWING EXISTING UNIVERSITY IS/IT TOOLS). e-Learning will become part of the Onboarding Tool, embedding the faculty specifics.* *As to the Refresher training in the form of e-Learning, please see point 9.*
11. Implementation of the faculty **HEALTH AND SAFETY PROCESS.**	(+/-) **7.** Good practice in research (-/+) **21.** Postdoctoral appointments	*31.12.2021* *New Due Date*	**H&S Dpt.* **Legal Dpt.* **HRA Work Group (Dpt. Heads)*	1.**https://www.sci.mun i.cz/en/current-news/great-news-osh-and-fp-e-learning-available-in-is** **https://is.muni.cz/do/s ci/normy/SM/SM20-04/** *2. 100% of employees trained in obligatory OHS* *3. [# of supervisors trained on the process] - New Due Date*	**IN PROGRESS**	*The Dean's Directive,* **OCCUPATIONAL HEALTH AND SAFETY PROCESS***, has been created, including attachments, discussed thoroughly, approved by the extended Dean's Board, and published.* *The OHS process was created on top of the obligatory OHS training system (e-Learning), which is fully governed by the local legislation, to support the supervisors in better orientation in safety provisions at the workplaces.* **I.e. The Preparation phase has been fully Completed.** *In the coming (extended) Implementation Phase, the supervisors and the respective administrative staff will be trained, and the practical use of the process is expected in Q4 2021.* *The need for hands-on support in this area is also mentioned as one of the* Employee Survey 2020 *outputs.*
12. Implementation of the faculty **INFORMATION SECURITY PROCESS** *for data management, data back-uping and* **DOCUMENT MAMAGEMENT**	(+/-) **7.** Good practice in research	*30.12.2021* *New Due Date*	**Faculty IT Dpt.* **HRA Dpt.* **Legal Dpt.*	*1. [web link],* *2. [# of employees informed]*	**EXTENDED**	*We are planning the creation and implementation of this process in the next phase of the AP implementation, 2021-23.* *It will include the rules for secure data storage, thus increasing the cyber-security.* *Due to the Covid-19 pandemic situation in 2020, the IT department's main focus was to ensure employees' smooth transition to a home office and online (distant) teaching. For this reason, the preparations of the process have not started yet, and its delivery deadline may be slightly delayed.* *This action point will be* **extended** *by adding***: Document Management Guideline** *describing naming conventions for publishing faculty standards and regulations and process for document publishing and granting access rights – see also separate action point No. 30.*
13. Improvement of the faculty **INTERNAL COMMUNICATION:**	(+/-) **4.** Professional attitude	30.09.2022	**HRA Dpt.* **HR Dpt.*	1. **https://www.sci.muni.**	**IN PROGRESS**	*In the Internal Communication area, we have implemented periodic Faculty Newsletter, an external*

*Implementation of the faculty Intranet (Employee Portal), 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.*	(+/-) **6.** Accountability (+/-) **24.** Working conditions (+/-) **25.** Stability and permanence of employment (+/-) **26.** Funding and salaries (-/+) **30.** Access to career advice (+/-) **33.** Teaching (+/-) 39. Access to research training and continuous development			*PR Dpt. *HRA Steering Committee (Dean's Board)*	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	web calendar regularly updated with all faculty departments', and university events. An internal intradepartmental calendar (currently with reduced content due to the pandemic situation) regularly updated with all planned events, so they are well synchronized, was also created. The need for this action point continuation was clearly confirmed by one of the Employee Survey 2020 output, namely utilization of the faculty intranet – i.e. faculty section of the university Employee Portal (internal access only). **The university Employee Portal** has been made accessible in 2020, and currently, it offers mainly the general university content in its HR section. Faculty will develop specific content of the Employee Portal - practical HR support section, so that employees can easily find all useful information supporting their life (How to apply for vacation, how to apply for individual benefits etc.).
14. Improvement of the faculty **EXTERNAL COMMUNICATION & EMPLOYER BRANDING**: *Creation of a new complex faculty website including a Faculty Career page, containing success stories of the Faculty alumni and Successful women" section. *Creation of a faculty Communication plan, including public engagement activities department wise.	(+/-) **8.** Dissemination, exploitation of results (+/-) **9.** Public engagement (-/+) **13.** Recruitment (+/-) **27.** Gender balance (-/+) **30.** Access to career advice	31.12.2019		*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 – Internal doc	**COMPLETED** This action point received special attention of multiple faculty teams and has been **fully completed**. The faculty's **new, fully bilingual website** has been created, the **Careers** web page has been created, including the following sections: Open Positions, Recruitment Process, Career Development, Success Stories, and Ethics at the Workplace. The external plan of engagement activities has been embedded into the faculty website – **Calendar of events**. This employer branding action point will always and naturally remain **"ongoing"**.
15. Implementation of an **EDUCATIONAL CONCEPT FOR EARLY STAGE RESEARCHERS** – Ph.D. students and **Postdoctoral research fellows**: *Postdoctoral researcher 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).*	(+/-) **8.** Dissemination, exploitation of results (-/+) **21.** Postdoctoral appointments (-/+) **28.** Career development (+/-) **32.** Co-authorship (+/-) **38.** Continuing Professional Development	31.12.2022		*HRA Dpt. *Vice-Dean for Science, Research, Foreign Relations, and Doctoral Studies *HRA Work Group (Dpt.*	1. PostDocs: https://www.sci.muni. cz/en/research/postdoc Flyer - https://www.sci.muni.cz/ do/sci/web/HRA/vystupy _hrs4r_-_dokumenty_cz/vystupy_hrs4r_sci_mu_-_verejne/LETAK_postdoc_rev_201218.pdf	**IN PROGRESS** This action point has received special attention and has the most complex and conceptual character: *Postdoctoral researcher fellows*: A comprehensive **website** has been created to provide better orientation and promote postdoctoral assignments at the Faculty of Science MU, including job descriptions and career options defined by the faculty's System of the Positions and Job Titles and the Career Code. Due to the pandemic situation in 2020, the interactive **workshop on leadership skills for early-stage researchers** focused on their future leading roles in

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. programs and other stakeholders; system of continuous trainings as well as preparation of a follow-up support for further career development after graduation, including "how to write a scientific publication" training.			*Heads)*	2. PhD students: **https:**//is.muni.cz/predmet/sci/E0402?lang=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/vzd/manualy/Guide_to_PhD_SciMuni.pdf **https:**//www.sci.muni.cz/en/students/phd/contacts **https:**//www.researchjobs.cz/job/brno-219-topics-of-phd-thesis-at-faculty-of-science-masaryk-university/		research had to be put on hold. ***Doctoral students:** **Ph.D. Day started to be organised** yearly, in English, as of 2018. **Guide to Ph.D. Studies** was created. The **new bilingual Faculty website for doctoral students** was launched to serve as an "**online information hub,** to provide information for better orientation in doctoral studies. It includes sections: "Develop your skills" and "News and Events Calendar" (to provide our early-stage researchers with a comprehensive overview and tips for skills development options, networking and mentoring, further career directions, or pertinent events). The **Faculty Ph.D. Ombudsman role** was established and promoted to doctoral students via Ph.D. Days, website, or supervisors. The **Events of the Week mailing is being sent to all doctoral students at the University Campus** to promote research events and seminars. The same mailing is prepared for the second faculty location in the city center. **An interactive course on academic writing is offered since 2019**. Participants work on refining their work-in-progress manuscript with lecturer support and peer-to-peer feedback. In 2020, the course was also formalised and included in the University Course Catalogue. **The faculty also continuously works on doctoral students' educational concept and** participates in forming the university´s comprehensive support & training system for all stakeholders called **"MUNI Ph.D. Academia".** This concept is also developed based on the ISAB recommendations (https://www.muni.cz/en/research/isab). The MUNI Ph.D. Academia will set transparent criteria and requirements for Ph.D. students and supervisors, including working conditions. It also includes various mentoring tools. The faculty **drives inter-faculty cooperation in establishing a joint "Mendel Ph.D. Umbrella"** (faculties closely related in research topics – i.e., Faculty of Science, Faculty of Medicine, Faculty of Pharmacy, and CEITEC are involved). The umbrella will allow sharing information on research seminars, cooperation offers, training, and mentoring among all natural and life-sciences oriented faculties.

							*Another focus area of the faculty is **cooperation with companies** enabling early-stage researchers to gain practical experience in internships etc. * Last but not least, the faculty is working on establishing a new dedicated position - **Development and mentoring specialist for early-stage researchers.**
16. 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.** Non discrimination (+/-) **27.** Gender balance (+/-) **32.** Co-authorship (+/-) **34.** Complains/ appeals	30.06.2021	*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]	**IN PROGRESS**	*The institute of **Ombudsman** is a sensitive action point, which has also been emphasized in the faculty HRS4R Consensus Report received from EC Assessors in 2018. It has been thoroughly analysed, including the possibility of participating in the university-wide concept. The university is considering establishing a mediation service in the future. The university has issued an updated directive on submitting and resolving employment-related complaints. The document is accessible only to university employees and is available in the CZ language only. Therefore, the faculty works on creating its own institution of the Ombudsperson; this should be finalized in 2021. See also the respective part of the Employee Survey 2020 and the pre-prepared section of the faculty website. As a first step, an **Ombudsperson for Ph.D. students** has been appointed, and a Complaint tracker has been prepared for this Ph.D. role.*
17. **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	(+/-) **10.** Non discrimination (-/+) **13.** Recruitment (+/-) **16.** Judging merit (+/-) **24.** Working conditions (+/-) **26.** Funding and salaries (+/-) **27.** Gender balance	30.06.2022	*HRA Dpt. *HR Dpt. *HRA Work Group (Dpt. Heads), *Usage of external trainers	[# staff trained], [Rating from the Employee Satisfaction Survey]	**IN PROGRESS**	*Delivery of this action point has also been affected by the 2020 pandemic situation 2020. However, the faculty HR team members received: * Detailed internal training in a new recruitment process and advanced recruitment techniques. * Series of external online training in recruitment aspects: Social Media in General, LinkedIn Guide, Employer Branding, Personal Brand, Diversity in Recruitment, Psychology in Recruitment Interviews. * Training on Employee Evaluation and HR Analytics and adjusted university IT tools (when ready) will follow. Members of the faculty project office received training in*

specifics. *HR techniques and strategies.* *Talent management, Employer branding, Analytics & Reporting (e.g. recruitment cost and efficiency).* *Usage of enhanced existing IS/IT tools.*						*Project Management.* *The faculty/university also focused on ensuring a broader offer of English language courses.*
18. **COMPETENCY BUILDING FOR SENIOR RESEARCHERS:** *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 Programs 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.** Recognition of the profession (+/-) **27.** Gender balance (-/+) **30.** Access to career advice (+/-) **33.** Teaching (+/-) **36.** Relation with supervisors (+/-) **37.** Supervision and managerial duties (+/-) **40.** Supervision	30.06.2022	*HRA Dpt.* *HR Dpt.* *HRA Work Group (Dpt. Heads),* *Usage of external trainers*	[# staff trained], [Rating from the Employee Satisfaction Survey]	*EXTENDED*	*Delivery of this action point has also been affected by the 2020 pandemic situation.* *A course of leadership skills with the ex-HR Director of the University of Cambridge had to be cancelled due to emergency measures.* *Planned soft skill training for early-stage academic staff and early-stage supervisors, organized at the university level, was changed from F2F to the online form.* *In the coming phase, there will be general* **Leadership training** *and online external training on* **"How to conduct evaluation discussions"** *offered.* *There will be* **an HR Academy for supervisors provided,** *including labour law training (internal & external) on how to deal with performance and work discipline problems. It will include creating of a GUIDELINE FOR DEALING WITH PERFORMANCE ISSUES, WORK DISCIPLINE AND CONTRACT TERMINATIONS - planned as a separate action point No. 25.*
19. Decrease of administrative burden by **REVIEWING EXISTING UNIVERSITY IS/IT TOOLS** *AND IDENTIFYING NEW HR PROCESS AREAS FOR AUTOMATION:* *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.** Recruitment (+/-) **37.** Supervision and managerial duties (+/-) **40.** Supervision	30.09.2022	*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]	*EXTENDED*	*Based on the new OTMR - Recruitment Process, the faculty has analysed the existing* **e-Recruitment tool** *(Inet-Jobs.MU), initiated its adjustments to make it more effective and comfortable for the end-user (administrative support and hiring managers=supervisors), and also to allow data analysis related to measuring quality and effectiveness of the recruitment process.* *Adjustments should be finalized in 2021.* *Based on the new Employee* **Evaluation** *Process, the faculty has analysed the existing* **e-Application (EVAK)** *and initiated its adjustments to make it more effective and comfortable for the end-user (evaluated employees*

						and evaluators=supervisors). *Adjustments should be finalized in 2021.* *This action item has been extended by adding IDENTIFICATION OF NEW HR PROCESS AREAS FOR AUTOMATION (in addition to reviewing the existing ones).* *As part of this added activity, individual process steps of the newly designed* **Onboarding Process** *will be analysed and considered a base for a university-wide e-Onboarding Tool, linked to the e-Learning modules. The Onboarding application should be ready in 2022.* *This strategic direction will have a priority focus in the next, renewal phase (2024-27), contributing, in the long-term, to the decrease of the administrative burden.*
20. 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 principles - working conditions and supervision, with communication of results on the faculty level and follow ups at the Researchers Focus Group reviews.*	(+/-) **23.** Research environment (+/-) **24.** Working conditions (+/-) **27.** Gender balance (-/+) **28.** Career development (+/-) **36.** Relation with supervisors	*30.06.2023*	**HRA Dpt. *HR Dpt. *HRA Work Group (Dpt. Heads)*	*[response rate %]*	***IN PROGRESS***	As *one of the internal review inputs, we conducted the* Employee Survey 2020 *to gather employees' views.* *Similarly, another survey will be carried out before the External Review and Recertification in 2023.*
21. Creation and implementation of faculty **WORKING TIME RULES**, *in addition to the University framework regulation, including flexible working hours and home office.*	(+/-) **24.** Working conditions	*30.06.2021*	** HR Dpt. * HRA Dpt. * Legal Dpt., * HRA Work Group (Dpt. Heads), * HRA Steering Committee (Dean's Board)*	*1.* https://is.muni.cz/auth/do/sci/normy/SM/SM19-04/ *- Internal Doc.* *2. 100% of employees informed]*	***COMPLETED***	*The Dean's Directive on* **ORGANIZATION AND RECORD-KEEPING OF WORKING HOURS** *has been created, discussed thoroughly, approved by the extended Dean's Board, published, communicated, and fully implemented.* *This Directive provides, among others, clear rules on flexible work hours and home office. It helps, parents especially, to combine their work performance with child-care duties and thus maintain reasonable work and life balance.* *Note: This document internal and accessible the university employees only.*
22. Implementation of faculty **GENDER SENSITIZATION ACTIONS** *and their*	(+/-) **27.** Gender balance	*30.09.2022*	**HRA Dpt. * PR DPT.*	*1. [web link]:* *** http://www.eument-	***EXTENDED***	*In the area of gender equality support, the faculty became an Associate Member of an international*

communication: e.g. "Successful women" campaign. Cooperation with the Czech Researcher Centre for Gender and Science [www.genderaveda.cz].			*Legal Dpt.	net.eu/members * https://www.sci.muni.cz/en/careers-at-the-sci-muni/success-stories 2. [# of events]		mentoring network **Eument.net**: http://www.eument-net.eu/members/ (international mentoring programmes for researchers – originally intended for women to support their position in science but extended to all researchers later on). We also started cooperating with the Czech national contact center for Gender and Science (NKC). Gender sensitization actions will be linked to the new action point No. 24 - GENDER EQUALITY PLAN.
23. 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.** Relation with supervisors (+/-) **37.** Supervision and managerial duties (+/-) **38.** Continuing Professional Development (+/-) **40.** Supervision	*31.12.2022 New Due Date*	*HRA Dpt. *Legal Dpt. *HRA Work Group (Dpt. Heads)	[web link], [# of employees informed]	***IN PROGRESS***	*This action's deadline was extended by one year, as this task appeared to require detailed training needs analysis and is linked to the budget availability.*
24. **GENDER EQUALITY PLAN** at the university level and its projection to the faculty level.	(+/-) **10.** Non discrimination (+/-) **24.** Working conditions (+/-) **27.** Gender balance	31.12.23	* HRA Dpt. * RMU HRA *HRA Work Group (Dpt. Heads) * HRA Steering Committee (Dean's Board)	[web link with existing plan]	***NEW***	*Gender sensitivity and equality remain an important topic at the faculty: in the Employee Survey 2020, in the query "whether the faculty does enough to provide equal conditions to career development of females", 44% of women replied Yes, 41% Partially, and 13% No.* * Cooperation in creating and implementing 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 will be planned for the renewal phase 2024+, among others EQUAL PAY DATA ANALYSIS.
25. **GUIDELINE FOR DEALING WITH PERFORMANCE ISSUES, WORK DISCIPLINE AND CONTRACT**	(+/-) **11.** Evaluation/ appraisal systems (++) **22.** Recognition of the profession	31.12.23	* Legal Dpt. * HRA Dpt. * HR Dpt.	[web link] [# supervisors trained]	***NEW***	*This Guideline will serve as part of the HR Academy documentation for the supervisors; see also Action point No. 18 - Competency Building for Senior Researchers.*

TERMINATIONS	(+/-) **24.** Working conditions (+/-) **36.** Relation with supervisors (+/-) **37.** Supervision and managerial duties (+/-) **40.** Supervision		*HRA Work Group (Dpt. Heads)* *HRA Steering Committee (Dean's Board)*			
*26. **COMMUNICATION OF CAREER DEVELOPMENT RULES***	(-/+) **28.** Career development (+/-) **29.** Value of mobility (-/+) **30.** Access to career advice (+/-) **38.** Continuing Professional Development	31.12.22	* HRA Dpt. *HRA Work Group (Dpt. Heads)	[better awareness expressed in the Employee Survey in 2023]	*NEW*	*Employee Survey 2020 results show relatively low awareness of the new Career Code existence and career development possibilities at the faculty's workplaces We will focus on improving.*
*27. **IMPROVEMENT OF CAREERS WEB PAGE DESIGN***	(-/+) **28.** Career development (-/+) **30.** Access to career advice (+/-) **38.** Continuing Professional Developmnt	31.12.21	* PR Dpt. * HRA Dpt * iT Dpt.	[better impression expressed in the Employee Survey in 2023]	*NEW*	*Employee Survey 2020 results show a rather critical opinion regarding the graphical design of the new web page. It will be carefully considered and updated.*
*28. **ENSURING OPEN SCIENCE AWARENESS***	(+/-) **1.** Research freedom (+/-) **2.** Ethical principles (+/-) **3.** Professional responsibility (+/-) **4.** Professional attitude (+/-) **5.** Contractual and legal obligations (+/-) **31.** Intellectual Property Rights (+/-) **32.** Co-authorship	31.12.23	*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)*	[# of events] [# of publications in open science media]	*NEW*	** 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.*

			HRA Dpt.			
29. RULES FOR FINANCIAL CONDITIONS OF PHD STUDENTS	(+/-) **24.** Working conditions +/-) **38.** Continuing Professional Development	31.12.23	*Vice-Dean for Research, International Relations and Doctoral Studies *HRA Work Group (Dpt. Heads) * HRA Steering Committee (Dean's Board) * HRA Dpt	[faculty/doctoral board guideline in place]	NEW	Supporting dignified financial (living) conditions for Ph.D. students is not only one of the Ph.D. Survey outputs but also generally discussed the problem of the Czech Republic's Ph.D. studies system. After discussions at the Researcher Focus Group meetings, individual doctoral boards' rules appear to be the best solution.
30. CREATION OF DOCUMENT MANAGEMENT GUIDELINES	(+/-) **7.** Good practice in research	31.12.21	*Faculty IT Dpt. *HRA Dpt. *Legal Dpt.	[web link], [# of employees informed]	NEW	**Extension to the Information Security Policy**, see action point No. 12, to describe naming conventions for publishing faculty standards and regulations and the process for document publishing and granting access rights.
31. IMPLEMENTATION OF METRICS FOR MEASURING RECRUITMENT EFFECTIVENESS (using data generated from the system, after adjustment of the university e-tool)	(-/+) **13.** Recruitment (+/-)**15.** Transparency	31.12.23	* HR Dpt. * HRA Dpt. * RMU HR Dpt. * RMU IT Dpt.	[2 recruitment metrics used]	NEW	This action point enhances the implementation of the new OTM-Recruitment Process and is feasible only after adjustment of the university e-Recruitment tool.
32. ESTABLISHING NEW HR ROLE/S: TALENT SPECIALIST PROFILE - Recruitment & Employer Branding, Employee Evaluation, Training & Development, Gender	(+/-) **11.** Evaluation/ appraisal systems (-/+) **13.** Recruitment (+/-) **24.** Working conditions (-/+) **28.** Career development	31.12.22	* Faculty Bursar * HRA Steering Committee (Dean's Board) *HRA Work Group (Dpt. Heads) * HR Dpt.	[new position/s available]	NEW	During the first 2 years of the HRS4R implementation at the faculty, it became clear that the new strategy brings several new processes that did not exist in the past. Consequently, the existing HR team's capacity does not meet the newly implemented processes' additional requirements. These new processes and activities elevate 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

						maintaining related HR FAQs, Training & Development and Gender Equality.
33. IMPROVEMENT OF WORKING CONDITIONS (Childcare, catering)	(+/-) **24.** Working conditions	31.12.2022	** Faculty Bursar * HRA Dpt.*	*[Facility available] [better evaluation expressed in the Employee Survey in 2023]*	*NEW*	** 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. The faculty will focus, in cooperation with other university faculties, on arranging a similar facility for its second location in the city center to* *address this action point.* ** IMPROVEMENT OF INTERNAL CATERING* *Employee Survey 2020 results show dissatisfaction with the quality of catering in the University Campus Building (Lavka) and in the city center faculty premises (menza). We are working on a solution. .*

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site *: https://www.sci.muni.cz/en/about-us/hrs4r

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

Comments on the implementation of the OTM-R principles

Implementation of the OTM-R principles has been the most important part of this project phase.

We created a new **OTM-R Policy SCI MU** (Recruitment Procedure), which embedded all OTM-R principles (including recommendations on gender balance of selection committees). It brought the obligation to conduct the selection process for all faculty vacancies, i.e., hiring academic, research, and support staff. It also emphasized publishing research vacancies on the faculty unified Euraxess profile. Additionally, we created the **OTM-R Process SCI MU** (Recruitment Process Guidelines, Internal Doc.), which brought a detailed **process map with more than 20 templates** to be used by owners of the individual process steps to provide uniform multiple output documents and emails. Among others, we have uniformed job descriptions and job advertisements. Both the policy and the process have been fully implemented and are obligatory standards at the faculty. Among others, we have uniformed job descriptions and job advertisements.

The OTM-R implementation consisted of the following steps:

1. HR Award team provided 2-day **training** of the new process to the **faculty HR department** members, collected valuable comments for the newly designed process optimization, and for the optimization of the university e-Recruitment tool (use of which became obligatory as well).

2. HR Award team provided more than 10 **training sessions (both online and personal) to circa 100 supervisors and support staff** responsible for the administration of specific recruitment steps at individual workplaces/departments.

3. HR Award team and Head of HR department continue providing **consultancy** and practical help to all participants of the recruitment process.

4. HR Award team analysed the existing university **e-Recruitment tool**, and the faculty requested the e-tool adjustments to increase its effectiveness. The adjustments are currently in the university approval process.

5. **Recruitment section of the faculty website** has been created to provide full information to all interested parties.

In case your organisation has entered the HRS4R process prior to the publication of the OTM-R toolkit and recommendations by the European Commission (2015), please fill out the OTM-R checklist[45].

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website. Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

OTMR Policy: https://is.muni.cz/auth/do/sci/normy/SM/SM19-03/
https://www.sci.muni.cz/en/careers-at-the-sci-muni/recruitment-process-at-the-sci-mu

N.B. Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the renewal phase at the latest.

4. IMPLEMENTATION (MAX. 1 PAGE)

General overview of the implementation process: (max. 1000 words).

HRS4R AT THE MASARYK UNIVERSITY – FACULTY OF SCIENCE: BACKGROUND

To understand the HRS4R implementation at the Faculty of Science MU, it is important to understand how the Faculty is positioned within the Masaryk university and how the relatively autonomous **13 departments and 2 institutes** are positioned within the Faculty. The Faculty of Science MU was established in 1919 as one of the current 10 faculties of Masaryk University. Within the MU, the Faculty of Science is a complex **research-oriented** institution with 3700 students (including 800 Ph.D. students), 1200 employees (headcount), and circa 1400 researchers (including Ph.D. students). It provides **almost 50% of the university research volume and 60 % from the applied research volume perspective.** The faculty is, for all practical reasons, an autonomous economic unit. The faculty receives its funding from two sources – state budget and

project financing. Part of the state budget MU receives from the Ministry of Education is subsequently allocated to the faculty based on the number of students, scientific and teaching results, graduation rate, and other criteria. This represents roughly 43% of the faculty's yearly budget, with the additional approximately 57% of the faculty's budget represented by money coming from research projects.

 The faculty has 2 locations – a renovated historical complex in a city centre and a newly built modern University Campus. The faculty is governed by the university's extensive framework regulations and strategies and has its own operating procedures built on the university regulations in some instances. The faculty has, by the Higher Education Act of the Czech Republic, autonomy in the area of human resources strategy. The faculty is fully autonomous in selecting priorities and directions in its research activities.

The faculty operates independently within the university system and uses its own financial controls. The faculty is well known for producing prominent scientists in both theoretical and applied sciences.

As to its size and complexity, the Faculty of Science MU resembles an average-sized Czech university.

Due to the complexity of the faculty, certain decentralisation and autonomy of individual faculty departments, heterogenous nature of the university as a whole, and taking into account the profound changes the HRS4R brings to an institution, it was decided to start this process at the Faculty of Science MU as a pilot project first in 2017. This was consulted and agreed with the European Commission. Other faculties of MU followed in 2019, and are about to submit their own HRS4R Gap Analyses and Action Plans at the end of 2020. The Faculty of Science MU, as one of the 2 strongest university research units, was awarded the HR Excellence in Research Award in December 2018, the second unit, CEITEC, in January 2019. The faculty serves as an HRS4R advisor and ambassador to other MU faculties and drives HR process changes university-wide. Also, the faculty's HRS4R HR Manager became an EC Expert – HRS4R Assessor in 2019 and conducted multiple Assessments of other organisations applying for the HR Award till now. This expertise helps the faculty to understand the broader context of the HRS4R implementation and also allows us to share experience gained this way with the rest of the university as well as with other Czech institutions.

The HRS4R at the Faculty of Science MU is part of the broader university HR strategic project - "Development of Human Resources and MU's International Research Orientation" (HR4MU), which is co-financed by the European Union.

Implementation of HRS4R has been a strategic priority for the faculty from the very beginning. Therefore, in 2018 external HR experts were hired to enhance the existing faculty team using their HR experience gained in international companies and HR transformation projects – **HR Award Team**. They became members of the **Work group/Expert team.** Additionally, the **Steering Committee** and **Work Group**, see the HR Award Project Team, were set up in 2017 after endorsing the Charter & Code, actively participated in creation of the strategy (GA+AP in 2018) and continued in the first 2 years of the HRS4R implementation in a role of an **Implementation Committee** at the Faculty. The **HR Award team** became a separate unit positioned directly within the Dean's Office in the organizational structure. It operated on a project basis – creating **thematic Sub-Work Groups** consisting of multiple members of the Work Group and other faculty employees, owners of the individual Action Plan items.

As to the Action Plan implementation period, in 2018 we planned actions for the whole 5-year period, i.e., till 2023. We have now revised the original Action Plan and added several new action items for the coming 3 years until the External Review is due. We have also looked at the after-renewal period 2024+ and already considered the

continuation and extension of some of the mid(long) term priorities.

THE COURSE OF HRS4R IMPLEMENTATION 2019-20

The HRS4R updates continued to be a regular part of the Extended Dean's Board Monthly Review agenda (usually quarterly or more frequently based on the actual implementation needs), as it was started in 2018. Members of the Extended Dean's Board carefully comment, discuss, and agree on all the Action Plan steps/items presented gradually by the HR Award Expert Group (HR Award Team).

Members of the Extended Dean's Board act as the **HRS4R Implementation Committee** ("Decision Makers") in this phase of the HRS4R project: Dean; Vice-Dean for Science, Research, Foreign Relations, and Doctoral Studies; Vice-Dean for Quality and all remaining Vice-Deans; Research Focus Group Representative and Faculty Bursar; all Departments Heads and the Chairman of the Academic Senate, HR Department Head. The Extended Dean's Board Monthly Reviews are also open for the Trade Union representative in case of interest.

The HRS4R Action Plan steps/items were also regularly presented to and discussed with the faculty **Researcher Focus Group** ("Opinion Makers"). See also more details in the respective checklist section of the Internal Review.

As described in the Revised Action Plan in detail, in general, we have met the original plan priorities by building a solid base for the improvements of the faculty employee life cycle. Our Initial Action Plan was ambitious and designed strategy for the whole 5-year period, i.e. 2019 – 2023. We have completed all preparation phases of the mid-term action points, however we have not completed the implementation of some of them into the actual life of the faculty We did, however, make progress in all cases.

The reason to extend some of the implementation steps was the 2020 pandemic as well as the complexity of practices at the 13 autonomous departments that require a more individual approach than was originally expected.

Make sure you also cover all the aspects highlighted in **the checklist below**:

- **How have you prepared the internal review?**

  The Internal Review SCI MU was prepared by the HR Award team/Expert Group based on the following inputs:

  - **Detailed track of implemented AP actions** maintained together with the project Gantt Chart

  - Data and trends gained from the **Employee Survey on HRS4R Implementation and Priorities for 2021+** conducted in October 2020

  - Inputs from the **Researcher Focus Group** workshops and written contributions from some members of the group

  The Internal Review SCI MU was discussed and agreed on with **HRS4R Implementation Committee (Extended Deans' Board).**

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

All R1 – R4 researcher categories were involved in the HRS4R SCI MU implementation process, similarly to the GA and AP formulation phase in 2018.

- **Researcher Focus Group** ("Opinion Makers") established in the initial assessment phase became a regular part of the project governance. The HR Award Team (Expert Team) organized regular (Semi-annually 2019/Annually 2020) workshops/consultation sessions, where newly designed processes were discussed and suggestions reflected upon before they went to the Implementation Committee ("Decision Makers") for a final agreement. Future priorities and the Revised Action Plan draft for the Internal Review were also consulted and reviewed with the Researcher Focus group. In this way, both bottom-up and top-down approaches continued to maintain a combined dual perspective.

- **Implementation Committee - Work Group** (Department Heads = R4 researchers, and HR Department Head) were part of regular reviews (at least quarterly) at the Extended Dean's Board meetings, where individual new processes (Action Plan steps) were discussed and agreed on. The Action Plan progress was followed upon. Work Group members also acted in Sub-Work Groups established to create new processes, e.g. Employee Evaluation.

- The position of **Ph.D. students** (R1) was carefully considered already in the initial assessment phase. Although the Czech Higher Education Act classifies Ph.D. candidates as students, it also states that the doctoral study program is focused on scientific research and independent creative activity in the field of research or development (art. 47/1). Therefore, the law implicitly considers the Ph.D. candidates as students and as researchers at the same time. We have included them in the faculty researcher community as the Early Stage Researchers, R1 category. We worked with them using specific forums – Ph.D. Days and Ph.D. Survey 2020 (part of the [Employee Survey 2020 on HRS4R Implementation and Priorities for 2021+](#)) as not all Ph.D. students are employed by the Faculty as well.

- A Chairman of the faculty **Trade Union** (R2) was also a member of the Focus Group. Thus the Trade Union perspective was reflected in the implementation process, and the HRS4R information was shared with the faculty trade union members.

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

The Steering Committee and the Work Group (Extended Dean's Board) act as the Implementation committee in the project's implementation phase, i.e. 2019-20-23. They are regularly updated, usually quarterly at reviews, which continued to be a permanent agenda task at the Faculty extended Dean's Board meetings (started in 2018). They carefully comment, discuss, and agree upon all the Action Plan steps presented by the HR Award Expert Group (HR Award Team).

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

  - In addition to the **[Faculty Dean's Instruction on the HRS4R implementation](#)** issued in 2018, there is a new **University Strategic Plan 2021+** and a new Faculty Strategic Plan 2021+ being finalized (It will be published for the general public in December 2020 - January 2021). Both plans embed the implementation of the HRS4R as a crucial part of the organizational personnel (HR) strategy.

  - All processes designed within the HRS4R implementation 2019-20 were issued as official organisational policies of the faculty - Dean's Directives or Dean's Instructions, see please a [list](#).

- **How is your organisation ensuring that the proposed actions are also being implemented?**

> The proposed actions are implemented via the **project governance** described in previous sections and as follows:
>
> - HR Award Expert Team works on individual actions, reviews progress of work on regular operational meetings (using the Action Plan Gantt Chart), and establishes Implementation Sub-Work Groups based on ownership of individual AP items.
> - The dedicated **SharePoint** section is shared with the Implementation Committee – it contains documents created based on the implementation plan and are subject to discussion before their approval at the Extended Dean's Board.
> - Approved documents, which are of official organizational character and are issued as Dean's Directives and Instructions, are published on the faculty/university **Document Server**. They are accessible to all university employees, the majority of them publicly (except for internal instructions and guidelines).
> - For each implemented process or newly implemented action (e.g., Childcare Group, Ph.D. Day, new Careers web, etc.), **information is shared with all employees** via web news, regular newsletters, and discussed at workshops with Researcher Focus Group.
> - Individual **Department Heads** share information on newly created processes or newly implemented actions at their departmental boards and meetings. They ensure their teams understand and follow the new rules. This is an important role of Department Heads: They are responsible for the practical use of newly implemented rules and steps at their departments as members of the Implementation Committee/Work Group.
> - Extensive **internal training** is provided to all employees who have their respective responsibilities in the new process.
> - Awareness of the HRS4R Action plan implementation has been checked before Internal Review through the **Employee Survey 2020 on HRS4R Implementation and Priorities for 2021+**. It will be rechecked before the External Review is due in 2023.

- **How are you monitoring progress?**

> We monitor the Action Plan progress, timeline, and indicators/targets using the detailed **HRS4R Implementation Gantt chart**:
>
> - within the HR Award Expert Team reviews
>
> - within faculty Extended Dean's Board quarterly reviews, i.e., the Implementation Committee reviews (Steering Committee and the Work Group)

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

> For the next assessment (External Review in 2023) we will measure the Revised Action Plan implementation progress in the same way as we did for the 2019-20 period - via following and regularly reviewing targets/indicators in the detailed **HRS4R Implementation Gantt chart**, containing the Action Status and action targets/indicators, in regular review periods corresponding with implementation deadlines of the individual action points.

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

Preparation of the Faculty of Science MU for the HRS4R External Review will be a continuation of the already set up and described Project Governance:

- Following the HRS4R Revised Action Plan commitments, we will monitor their implementation using the **HRS4R Implementation Gantt chart**, owners – HR Award Expert Team + Implementation Committee

- Researcher Focus Group (Opinion Makers) regular workshops Semi-annually/Annually – a collection of inputs and feedback

- Annual Information Sessions for all interested employees – a collection of inputs and feedback

- Employee Survey on HRS4R Implementation 2023 – a collection of inputs and feedback

- Gaining additional knowledge and best practices from networking with other institutions implementing HRS4R

- Gaining additional knowledge and best practices from workshops and info days organized by European Commission/Euraxess.

Please note that the revised HR strategy and Action Plan must also be published upon completion of the internal assessment.

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