

## Internal Review

Case number: 2019CZ469429

Name Organisation under review: FACULTY OF SPORTS STUDIES MASARYK UNIVERSITY

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### 1. Organisational Information

Please provide an update of the key figures for your organisation. Figures marked \* are compulsory.

<b>STAFF &amp; STUDENTS</b>	<b>FTE 2019</b>	<b>FTE 2023 (30. 4. 2023)</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	137	135,77 (75,77 FTE + 60 PhD)
Of whom are international (i.e. foreign nationality) *	6	3,7
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0	0
Of whom are women *	63	53
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	12	15,87
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	54	46,7
Of whom are stage R1 = in most organisations corresponding with doctoral level *	71	73,2
Total number of students (if relevant) *	1,344	1,341
Total number of staff (including management, administrative, teaching and research staff) *	104,89	134

<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>	
Total annual organisational budget	355,734	928,697
Annual organisational direct government funding (designated for research)	275,768	300,042
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	73,474	596,319
Annual funding from private, non-government sources, designated for research	6,492	32,336

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

The Faculty of Sports Studies (FSpS) of Masaryk University (MU) was established on 1 January 2002. It educates experts in the sports sciences and promotes the attributes of a healthy way of life as a necessary part of a modern lifestyle. The faculty applies and develops knowledge of physical education medicine for the needs of sports and sports education, passes on the latest knowledge in regeneration and nutrition in sports and everyday life, prepares qualified experts for educational activities in leisure and the social sphere, and educates experts in sports management, and special training processes for security forces.

## 2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the four 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 ACTION PLAN**

Strengths and Weaknesses

#### **Strengths:**

1. The Masaryk University Statute defines academic freedoms in Art. 2. MU Directive No. 6/2015 expresses the ethical principles and procedures Masaryk University employees must follow.
2. Ethical principles and procedures are followed and ensured by the MU body, which approves the ethical aspects of research at MU – Research Ethics Committee (EN version is in development). Safe working procedures and requirements concerning data protection are complied with in accordance with the legislation of the Czech Republic and the internal regulations of Masaryk University (MU Directive No.10/2013) and FSpS. At Masaryk University, the Technology Transfer Office is responsible for intellectual property protection. Protection of data and confidential information for the university are presented in tailored brochures as well.

[https://webcentrum.muni.cz/media/3194308/ctt\\_dv\\_v\\_kostce\\_en.pdf](https://webcentrum.muni.cz/media/3194308/ctt_dv_v_kostce_en.pdf)

[https://www.ctt.muni.cz/media/3063733/brozura20\\_en.pdf](https://www.ctt.muni.cz/media/3063733/brozura20_en.pdf)

3. Masaryk University uses an employee evaluation system – EVAK. The FSpS introduced an evaluation system of academic staff (Directive no.5/2020 *The system of evaluation of pedagogical, creative, and other activities of academic staff at the Faculty of Sports Studies MU – available only in Czech*) which takes into account more flexibly the requirements imposed by superior bodies on the performance indicators and achieving the strategic goals of the faculty.
4. The university has established the Masaryk University Equal Opportunities Panel in order to comply with the principles of non-discrimination and the principles of equality.

<https://www.muni.cz/en/about-us/organizational-structure/boards-and-committees/panel-pro-rovne-prilezitosti>

#### **Weaknesses:**

1. The faculty's low success in obtaining external grants leads to poorly available research funding and funding for technical equipment and instrumentation for researchers. The shared infrastructure must be mainly financed from faculty resources.
2. The need to comply with the Ethical Principles and Rules defined by Masaryk University for research projects increases the administrative burden of researchers at the faculty (according to R2 and R3).
3. Lack of awareness and insufficient knowledge of plagiarism, intellectual property, and copyright was identified among researchers at the faculty.
4. R1, R2, and R3 have insufficient knowledge of the faculty's strategic documents (Strategic plan of FSpS) and systems for project management and administration, the processing of accounting documents, and personnel management.
5. There is a lack of information on regulations for projects and administrative tasks at the faculty.
6. There is no plan for disseminating results or procedures for communicating research results within the faculty.

7. A large percentage of researchers at the faculty are unfamiliar with the possibilities presented by the Office of External Relations of the FSpS and the Press Office of the Masaryk University Rector's Office to support external communication.
8. There is a lack of sufficient knowledge of the content of the code of ethics at the faculty level.
9. There is also insufficient communication and feedback to the employee evaluation system at the faculty.

Remarks (max 500 words)

- Application "Regulations Agreement" in the MU internal system – employees are notified of a new regulation/updated regulation via the application. They must familiarise themselves with the regulation within the specified period – there are records of the familiarisation with regulations.
- Organisational change resulted in the employment of scientific leaders who should increase the success rate in obtaining external research grants. We are involved in a university-wide grant to modernise, expand, and develop material and infrastructural facilities for doctoral study programmes.
- We regularly negotiate with the [MU Research Ethics Committee](#) to simplify the research consent application process. Application templates are regularly modified according to comments from applicants.
- Intellectual property issues will continue to be considered; we will deepen cooperation with TTO MUNI (Technology Transfer Office of Masaryk University) and train faculty researchers in the faculty's regular Science and Research (S&R) workshops.
- In connection with the organisational change, scientific leaders have been recruited at the faculty, who will acquaint the staff in their departments with the rules of co-authorship and will pay attention to publication ethics.
- [The faculty's strategic plan](#) is available on the [faculty website](#).
- Systems for project management and administration, the processing of accounting documents, and personnel management are explained to project proposers and project leaders from the Grant Office. This department will be strengthened in terms of staffing, primarily with regard to support for international grants.
- Research results of the faculty are presented through the Office for External Relations, which uses social media (e.g. Facebook) and the [faculty website](#). A series of articles, TRENDY – popularisation of science, also helps to spread the word across the faculty (unfortunately, available only in the Czech language). In addition, a newsletter from the Dean of the faculty is regularly sent out (monthly, via e-mail), which also mentions the achievements of the scientists.
- Office for External Relations is very active in addressing researchers and doctoral students to promote their research projects and is very supportive.
- The faculty evaluation system is presented twice a year at a particular meeting, and department managers provide feedback to each employee.

**Recruitment and selection:**

**INITIAL ACTION PLAN**

Strengths and Weaknesses

**Strengths:**

1. At the FSpS, we use the university JOBS.MU application to recruit researchers. It is an internal application to which members of the selection procedure and human resources workers have access. For the public, advertising of vacancies is done through the portal [Career MUNI](#). Vacancies for graduates are automatically transferred to [JobCheckIN](#) and selection procedures published in CZ + EN, or only EN are automatically transferred to portal [THEuniJobs](#).
2. Career breaks are not perceived negatively in the field of sports; a parallel path is considered more as an advantage here. Practical knowledge is passed on to both students in teaching and is used in the scientific field.

**Weaknesses:**

1. At the faculty, selection committee members and participants in the recruitment process are not familiar with the principles of OTM-R.
2. The wording of vacancies at the faculty does not always contain all relevant information (providing sufficient information for applicants about the university, the relevant unit, and career).
3. Requirements for applicants are sometimes contradictory and unsystematic.
4. The head of the department/office defines the criteria for each position without clear rules or knowledge of good (OTM-R) practice.

5. There are no clear rules, and there is a lack of knowledge of good (OTM-R) practice among senior employees at the faculty.
6. Unclear rules of the adaptation process.
7. There is no methodological procedure for the composition of the selection committee.
8. Insufficient transparency in the recruitment and selection of researchers (according to the questionnaire, especially problematic for R1).
9. Neither the university nor the faculty has established rules and procedures for recruiting postdoctoral researchers. Targeted recruitment for these positions does not occur unless external project resources are available. It is not regulated in the guidelines.

Remarks (max 500 words)

During the implementation phase of the recruitment and selection process, we built on the strengths of the organisation. We introduced new measures to bring the recruitment process closer to international standards. Based on continuous monitoring and evaluation of the process, further incremental changes are being made to ensure that the basic principles of the selection process based on OTM-R principles, efficiency, gender balance and protection of rights are met.

- As of 1 January 2023, new [MU Regulations on Competitive Selection Procedures](#) (hereinafter referred to as "Regulations") came into effect, which aligns with the principles of the Charter, the Code and the OTM-R Policy. The Declaration of OTM-R principles is part of the Regulations, and the principles are detailed in Article 2 of that document. The recruitment process is standardised and declares the openness and transparency of selection procedures. The aim is to ensure a level playing field for all applicants while allowing the faculty to reach out to the broadest possible and most suitable candidates for employment, including staff from abroad.
- Following the Regulations, faculty rules and methodology specifying the selection process at FSpS MU were issued - [Procedure Protocol to the Regulations on Competitive Selection Procedures at Masaryk University](#). Also effective from 1 January 2023, it sets out the rules for selecting and recruiting new staff following the OTM-R principles. It defines the rules for the announcement of the selection procedure, the course of the selection procedure (including the setting of deadlines), the rules for the establishment, deliberation and decision-making of the selection committee (composition of the selection committee with regard to gender equality, the obligation to undergo training for members of the selection committee), communication with the candidate, submission of complaints, documentation of the selection procedure and the indicators monitored in the selection procedures. All faculty staff were familiarised with the new regulations through the internal application Regulations Agreement (MU internal system).
- Managers and HR staff were trained on the recruitment and selection processes, including in-person and online training sessions. The training focused on implementing OTM-R principles throughout the process, emphasising preparation.
- As a condition of participating in the selection process as a selection committee member, it is mandatory to undergo training on the recruitment and selection process with an emphasis on the members' expertise and to conduct personal interviews. The training is an online course, with HR staff on hand for further consultation if required.
- As part of the recruitment process, we have specified the selection process's formalities, including the individual participants' responsibilities in the recruitment process. Recruitment procedures for academic, scientific or research positions are always advertised in English and published on the university portal and Euraxess.
- The internal recruitment application JOBS.MU is continuously updated to meet the requirements for effective communication with applicants and low administrative complexity. The application has been expanded over the past two years to include the possibility of tracking and evaluating monitored indicators (e.g., number of trained persons/committee members; the number of external/internal candidates; the total number of candidates, including the number of foreign candidates, number of female candidates; gender composition of selection committees).
- A methodological sheet, [Principles and Recommendations for Personnel Management of Postdoc Positions](#) at MU, was published, which is designed following the relevant principles of The European Charter & Code for Researchers, respecting the relevant MU internal regulations. This guidance sheet contains, among other things, recommendations for the recruitment, selection, and development of Postdoc positions.
- As part of the adaptation process, the Adaptation application was set up in the MU internal system. The application connects the new employee, the HR manager, the mentor and the new employee's supervisor. The application aims to connect all involved persons, record the adaptation process (individual activities, tasks) and ensure the most effective adaptation of the new employee at the workplace. The adaptation process includes an evaluation interview with the employee's supervisor and, subsequently, with the HR manager. At the end of the adaptation process, which usually coincides with the probationary period, the employees also evaluate the adaptation process. Based on feedback from the persons involved, the adaptation process is revised. All new employees receive a [brochure for new employees](#) and a link to the MU Employee Portal, where they can find

helpful links and contact persons.

### Weaknesses

- Missing MU Career Code (see point 15 from the initial Action Plan) – the Career Code and possible updating of the job system will ensure further recruitment and selection process standardisation. Job applicants will have a comprehensive overview of career development opportunities at MU.

### Working conditions:

#### INITIAL ACTION PLAN

Strengths and Weaknesses

#### Strengths:

1. The faculty provides part-time work and the possibility of working on home-office, mainly for parents of small children. The internal economic-administrative information system allows employees to apply to work home office. The use of flexible working hours according to the *Dean's Directive 15/2017 – Scheduling and recording of working hours at the FSpS MU* (MU internal document), is also standard.
2. Fixed-term employment contracts are at the faculty provided in accordance with Council Directive 1999/70 EC and national legislation, i.e., Act No. 262/2006 Coll., the Labour Code.
3. Wages for all positions at MU are covered by the MU Internal Wage Regulation in accordance with MU Collective Agreement for 2018–2021.
4. The following wage components are applied at MU: wage scale, personal evaluation, function premium and bonus.
5. Every year, the Rector's Office funds the faculty to support foreign professors. The Office for External Relations FSpS offers employees and doctoral students regular information about the possibilities of teaching and training stays within the Erasmus+ programme.
6. There is faculty competition for internal research projects and university grant agency. The project office provides information about calls and support for submitting projects, including information on the conditions of funders. The approval of resources and costs during the preparation of a research project is carried out by the department head to which the employee belongs.
7. International experience is one of the essential criteria for career advancement. Internship abroad, which is a precondition for commencement of the habilitation procedure at the faculty, must last at least one month.
8. At the faculty, every doctoral student is also obliged to stay at a foreign university or research organisation for at least one month.
9. The teaching performance of employees is taken into account in the system for the evaluation of academic staff at the faculty.
10. Researchers are represented in the decision-making and advisory bodies of the faculty and the university, based on appointments or elections (Academic Senate, Scientific Board, Internal Evaluation Board, unions, Editorial Committee, Research Ethics Committee, etc.).

#### Weaknesses:

1. There is no valid Career Code at the university and the faculty.
2. Unclearly defined process for accessing and using core facilities for research at the faculty.
3. Researchers at the faculty perceive their financial evaluation as insufficient.
4. Gender balance is not formally enshrined when setting up the selection committee.
5. There is a lack of career development strategies at both the university level and the faculty level.
6. There is no career guidance for academic employees.
7. The Rector's Office Career Centre provides counselling only to students (category R1).
8. There is a lack of knowledge concerning intellectual property rights among researchers.
9. Researchers at the faculty have insufficient knowledge concerning co-authorship.
10. Employees are not familiar with the rules for distributing the share of profits from scientific results.
11. The teaching and the administrative burden have a negative effect on the implementation of research plans.
12. Low awareness of the possibilities for filing complaints and appeals regarding working conditions and rights

Remarks (max 500 words)

During the implementation phase, we introduced the following measures to help us provide better working conditions for individual employees in relation to their current and future work needs.

- Strengthening employee awareness through introducing new communication channels (regular faculty newsletter, faculty coffee with the Dean every month, employee portal) and, simultaneously, encouraging cooperation between academic and non-academic employees by sharing information and meeting at the workplace.
- Gradually introducing gender-sensitive language in communication with employees and drafting internal documents. The same applies to strengthening communication in English; relevant documents and guidelines have been translated into English (e.g., [Organisational Regulations](#), [Strategic Plan](#), [Procedure Protocol to the Regulations on Competitive Selection Procedures at MU](#), [FSpS GEP](#)).
- Strengthening the digitalisation of processes to relieve the administrative burden on all employees. We have computerised the staff evaluation process (for both academic and non-academic staff), the process of proposing changes in employment relationships, the process of submitting the employment contract proposal, the process of adapting a new employee, etc.
- As of 1 April 2023, MU has newly established the [ombudsperson position](#). The ombudsperson's agenda is linked to the HR Award Principles Charter and Code and deals specifically with ethical principles, non-discrimination, working conditions, gender balance, grievance, and appeals. A new MU [Protection of Rights](#) directive, effective 1 April 2023, governs the procedure for recording and handling submissions of complaints.
- Creation of a university methodology and [guidelines](#) on [sexual harassment](#) and training of contact persons. Employees had the opportunity to attend a workshop called "[Respect All the Way](#)," which provided information and tools that form the prevention component of addressing sexual harassment, bullying and violence on campus.
- MU offers [psychological counselling](#) to its employees. This service is newly offered to university employees as of 1 April 2023. Counselling is provided to support employees who find themselves in some problematic or non-standard personal situation.
- Created a guide for employees in the context of parenthood (maternity/paternity/paternity leave). Information is available on the staff portal (access only to MU employees).
- Gender audit at FSpS MU and creating an [FSpS Gender Equality Plan](#) (FSpS GEP). The GEP results from a series of expert consultations, statistical data processing and evaluation, and a questionnaire survey conducted from March to June 2021. The plan is based on six core areas, and its primary goal is to ensure that FSpS MU is a faculty that creates safe and equal conditions, promotes diversity without discrimination and guarantees the freedom of academic and non-academic development of its employees. The Faculty GEP is followed by the [Masaryk University Gender Equality Plan \(MU GEP\)](#), which reflects the faculty plans. The development of the GEP also responds to the requirements of the new Horizon Europe programme in gender equality. In the selection and recruitment process, care is taken to ensure a gender-balanced composition of the selection committee and training of the committee members (anchored in the Regulations).
- Creation of a [Career system at Masaryk University](#) guideline, which defines the motivational elements of career development and growth and the tools available in career guidance and support.
- The University has expanded the offer of places in the Elánek children's group. FSpS has set up a baby changing table and a play area near the Dean's Office.
- At the university level, the [CERPEK](#) (Competence Development Centre) education centre, which initially focused primarily on developing pedagogical competencies, was transformed. However, it has gradually expanded its offer to include development activities in the field of soft skills, management skills and personal development and works closely with Learning&Development coordinators for individual faculties. A unified university-wide learning portal is currently in preparation, the creation of which is a crucial element for the centralisation and systematisation of the L&D agenda.
- The individual development plan is part of the annual staff evaluation. The Learning&Development Coordinator further processes the data and prioritises the L&D requirements of the staff, and ensures their implementation independently or in collaboration with CERPEK, based on consolidation with senior management.
- The intellectual property area will continue to be considered; we will deepen cooperation with TTO MUNI (Technology Transfer Office of Masaryk University) and train faculty researchers in regular Science&Research (S&R) workshops.
- In connection with the organisational change, scientific leaders have been hired at the faculty who will familiarise the staff in their departments with the rules of co-authorship and will pay attention to publication ethics.
- Scientific results and share of profits are available to departmental managers responsible for communicating them to their subordinates.

## Weaknesses

- The absence of the MU Career Code (see initial AP point 15) would declare opportunities for professional growth, development and career advancement of all MU employees, emphasising academic and scientific-research staff (R1 - R4).
- Need to expand the information service for employees on working conditions, work-life balance tools, and Maternity/Parental leave on the employee portal.
- The faculty does not have a gender pay gap analysis. Implement a gender pay gap analysis and then decide if and what needs to be implemented in relation to its results (see revised AP action no.22).

## Training and development:

### INITIAL ACTION PLAN

#### Strengths and Weaknesses

#### Strengths:

1. R1 have the possibility to frequently consult with their supervisors and make use of it.
2. Personal and professional development is proposed by the researcher and approved by their supervisor.
3. MU and FSpS offer lifelong learning courses covering both professional knowledge and soft skills, language and computer knowledge, etc.
4. Every year, senior employees and their subordinates evaluate their annual performance in the EVAK application.

#### Weaknesses:

1. Insufficient sharing of information, experience and knowledge across the faculty.
2. There is a lack of management skills training for senior employees.
3. No Career Code at the university/faculty.
4. The skills and competencies of researchers based on further professional development are not evaluated or sufficiently shared.
5. Awareness of senior employees about their responsibilities and obligations is insufficient.

## Remarks (max 500 words)

During the implementation phase, we focused on introducing measures that will lead to sharing experiences among employees and promoting the ability to learn.

- Establishment of the [CERPEK](#) University education centre, which is gradually expanding its educational offer to cover the requirements of individual faculties. Each faculty has its own Learning&Development Coordinator who works closely with CERPEK staff. The development of a university learning portal is currently underway.
- Increased staff awareness of training offers and development activities through e-mail alerts, faculty newsletter, CERPEK newsletter, organisation of working meetings to share good practices, thematic working group meetings, etc.
- Expanding the offer of development activities for all managers in the form of development programmes focused on leadership and personal development, as well as opportunities to participate in workshops on specific topics in the field of people management (e.g., employee evaluation, recruitment and selection, feedback, employee motivation, etc.). All senior employees can use an annual license on the e-learning portal, which offers training courses on leadership, work-life balance, professional training (HR, project management), and IT and language training ([www.seduo.cz](http://www.seduo.cz)).
- As part of the annual evaluation of academic and non-academic staff, individual development plans are set up, which are subsequently prepared by the Learning&Development Coordinator, who, in agreement with managers, organises the implementation of personal development and training events.
- Working with talent by including selected academic and non-academic staff in development programmes (in cooperation with CERPEK).
- Established a university e-learning portal that offers unique training or training recordings specific to the university environment. These include training sessions focused on university systems, improving O365 skills, financial control, GDPR, cybersecurity etc. The portal's offering is constantly being expanded.
- By establishing the [Career System methodological sheet at MU](#), employees have a comprehensive overview of available tools to support career growth and development, IT tools for self-assessment of competencies and consultancy and advisory support.



- PhD students can participate in various development activities organised by the faculty and the MU Rectorate. Regularly once a semester, FSpS MU organises a Science&Research (S&R) workshop focused on project calls, submissions, and other topical issues – e.g., research ethics, open publishing, etc. The "[Freshers](#)" semester course aims to strengthen the skills and capacities of researchers to engage in national and international projects and research activities (PhD students primarily enrol in the first to the fourth semester of their studies). The [PhD Day](#), which is regularly organised in cooperation with the Faculty of Science, Faculty of Medicine, Faculty of Arts and CEITEC, can also help first-year students to orient themselves in science and doctoral studies. Regular summer schools for PhD students are aimed at developing soft skills. There was also an experiential workshop on "Motivation for Success", which helped participants set their unique goals and discover how to achieve them successfully. The "From Doctoral Student to Author" workshop focused on promoting publishing. A regular once-a-year [Open Science Workshop](#) also focuses on open publishing and science. The Popularisation Course for PhD Students aimed to familiarise them with different forms of popularisation while allowing them to try out selected activities in practice. Students can communicate their scientific results in the framework of an international faculty conference or a foreign internship supported by a scholarship.

#### **Weaknesses**

- A single planning application, organising and recording development and training activities is lacking. This application is now under development at the university level. The aim is to systematise and centralise training activities at the university-wide level.

#### **Have any of the priorities for the short and medium term changed? (max 500 words)**

The priorities of the faculty have not changed fundamentally and continue to be. Nevertheless, because of external circumstances, some of the topics became more important, e.g.

- Gender Equality Plan - The implementation of activities beyond the Action Plan was prompted by the increased demands of the European Commission and the prerequisites for enrolment in the Horizon Europe 2020 program (which included a gender equality plan as an eligibility criterion). A faculty gender audit was done, selected members of the Expert Team received gender-related training, and the results were used to create the [FSpS GEP](#) and [MU Gender Equality Plan](#) (MU GEP).
- The COVID pandemic greatly impacted how well the faculty was operating. In a relatively short period, management and staff had to adjust to the new, constrained working method. Being able to teach and continue in research became a top emphasis. Long and short-term physical mobility overseas has also significantly decreased (currently, it is on the rise).
- In 2022 the faculty was evaluated by an external evaluation board, and based on the outcome, the faculty's management prepared an extensive organisational change. The whole faculty is still adjusting to the change – there are only 3 departments now (were 7), and a large portion of employees had to move between workplaces (offices, buildings).



**Have any of the circumstances in which your organisation operates changed and, as such have had an impact on your HR strategy? (max 500 words)**

In 2022, our university had an [internal evaluation of research and doctoral studies](#). Faculties invited external evaluation boards from respected professionals in their fields. The 2022 evaluation entered research and doctoral study outcomes and data between 1 January 2017 and 31 December 2021. The Faculty of Sports Studies invited four representatives of universities ranked in the top ten best world universities in sports sciences. Based on their findings and recommendations, faculty management prepared an extensive organisational change for the faculty. Three of seven original departments were constructed to increase the quantity and quality of its research to an international level, motivate cooperation on a few joint research topics and reset a PhD programme to fit with the new recognisable research profile of the faculty.

The faculty has created the new position of research programme leader at each department. These leaders are preparing a research focus and strategy for the new departments based on interviews or questionnaires on department members' needs and interests. Setting up new teams in new departments is challenging, and employees must adapt.

**Are any strategic decisions under way that may influence the action plan? (max 500 words)**

During 2023, PhD programme management at Masaryk University will be extensively discussed. The Ministry of Education, Youth and Sport of the Czech Republic decided to make a change in the Higher Institutions Act to be effective from 2024 that doctoral students have to be financially secured by universities so that the dropout and incomplete studies are reduced. As a result, there will be a whole university doctoral study standards set. In our Action plan, there was an action to set standards for supervisors. This task will be delayed so that the document is in line with the university one, which is superordinate.

### 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 or omitted, please provide a commentary for each action. You can also select new objectives.

**Note:** Choose one or more of the principles from the GAP Analysis with their implementation ratings: New, In Progress, Completed, Extended

#### Proposed ACTIONS

	GAP Principle(s)	Timing (at least by year's quarter/se mester)	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
<p>1. Improvement of access to laboratory equipment</p> <ul style="list-style-type: none"> <li>- Defining clear rules for reservation, contacts and prices of laboratory services</li> <li>- Update and implementation of the internal Dean's Directive no.1/2020 Organisation of laboratory activities at the Faculty of Sports Studies MU.</li> <li>- Information campaign</li> </ul>	1, 23	4Q/2021	<ul style="list-style-type: none"> <li>· Vice-Dean for Lifelong Learning and Technical Support</li> <li>· Laboratories of Sport Diagnostics</li> </ul>	<ul style="list-style-type: none"> <li>- Updated internal directive accessible in the university's internal system</li> <li>- 100% informed employees</li> <li>- % of trained heads of departments</li> </ul>	completed	<p><b>Updated internal directive accessible in the university's internal system:</b> Dean's Directive No. 1/2020 Organisation of Laboratory Activities at the Faculty of Sports Studies MU was issued on 12/2020</p> <p><b>100% informed employees:</b> All employees were familiarised with it via the internal system.</p> <p><b>% of trained heads of departments:</b> In 3/2023, all heads of departments have been trained by the Vice Dean for Lifelong Learning Centre</p> <p>- In 2022, the FSpS laboratory reservation system was completely changed. The new system allows the user to create a request in the booking system, within which the user can further book individual measurements on specific instruments (available only in Czech) <a href="https://www.fsps.muni.cz/rezervacelaboratori">https://www.fsps.muni.cz/rezervacelaboratori</a></p>
<p>2. Introduction of regular training on ethical and professional aspects of research</p> <ul style="list-style-type: none"> <li>- Raising awareness of researchers on the following</li> </ul>	2, 3, 8, 31, 32	3Q/2022	<ul style="list-style-type: none"> <li>· Vice-dean for Science and Research</li> <li>· Office for Research,</li> </ul>	<ul style="list-style-type: none"> <li>- 2-3 actions carried out annually</li> <li>- % of trained employees</li> <li>- Weblink with methodological</li> </ul>	completed	<p><b>2-3 actions carried out annually:</b></p> <ul style="list-style-type: none"> <li>- 25.-27.10.2021 Open Access Week 2021</li> <li>- KUK – Effective full-text search in online databases, correct citation in scientific texts, general overview of the preparation of a scientific</li> </ul>

<p>topics: intellectual property management, use of research results, Open Science, research data management, plagiarism, predatory publishing, gender aspects in research, copyright, co-authorship in the case of research with supervisors, rules for law enforcement to be recognised and cited according to the actual contribution.</p>			<p>Development and Project Support  · Office for External Relations  · Cooperation: Technology Transfer Office of MU</p>	<p>materials on the FSps <i>Research</i> sub-page</p>		<p>article, determination of impact factor and h-index, recognition of predatory journals, registration of publication activities in Web of Science, Scopus and ORCID, etc.  - 18.11.2021 and 24.11.2021 Horizon Europe and new conditions for Open Science  - 12.3.2021 Workshop Anonymization of Research Data  - 19.2.2021 Workshop Sharing research data in the humanities and social sciences  - 9.6.2021 Open Science Workshop  - 5.5.2021 Open Science Roadshow at FSps MU  - Workshops for PhD students "Freshers "  - Seminar organised by EBSCO on predatory journals and academic publishing (6.5.2022)  - 8.6. 2022 Open Science Workshop 2022  - Online workshop: Plagiarism and application of similarity search in internal system MU (28.4.2022)  - 13.12.2022 S&amp;R workshop – research ethics and open science</p> <p><b>% of trained employees:</b>  Approximately 20% of all employees have attended the workshops mentioned above.</p> <p><b>Weblink with methodological materials on the FSps <i>Research</i> sub-page:</b>  <a href="https://www.fsps.muni.cz/en/research/science-topics">https://www.fsps.muni.cz/en/research/science-topics</a></p>
<p><b>3. Improvement of information and procedures in the field of administrative support</b>  - To acquaint employees with information about administrative tools in economic and personnel support in preparing and realising research projects, line management, popularisation of research, strategic documents of the faculty, etc.  - Implementation of the training for the <i>Internal System for Project Management at Masaryk</i></p>	<p>4, 5, 6, 7, 31</p>	<p>2Q/2022</p>	<p>· Office for Research, Development and Project Support  · Finance Office  · Personnel Office</p>	<p>- Formulated and published document - a graphic map with administrative procedures and how departments support is provided (process map)  - Regular information seminars: 2 per year  - % of trained employees  - Weblink with e-course on project management  - Published manual for working with the</p>	<p>completed</p>	<p><b>Formulated and published document:</b>  - <a href="#">information on grant providers</a> and the MU project support system available on the internal MU portal</p> <p><b>Regular information seminars:</b>  - regular Science&amp;Research workshop (13.12.2022, 3.6.2022, 14.10.2021, 16.2.2021), held once per semester</p> <p><b>Weblink with e-course on project management:</b>  - subject <a href="#">v2063</a> Preparation of research projects available for all FSps MU students  - approximately 45% of trained employees</p>

<p><i>University (ISEP) application.</i> - Creation of educational material for project management</p>				<p><i>Internal System for Project Management at Masaryk University (ISEP)</i> - Weblink on the FSpS <i>Research</i> sub-page with valid guidelines for the preparation and realisation of research projects</p>		<p><b>Published manual:</b> - manual for working with the Internal System for Project Recording at Masaryk University (ISEP), available only in the Czech</p> <p><b>Weblink on the FSpS <i>Research</i> sub-page:</b> <a href="https://www.fsp.s.muni.cz/en/research/science-topics">https://www.fsp.s.muni.cz/en/research/science-topics</a></p>
<p><b>4. Creation of the Gender Equality Plan</b> - Set up a focus group to define gender equality gaps at the faculty and propose actions - Formulation of the faculty Gender Equality Plan as a subsequent part of the Gender Equality Plan of Masaryk University - Establishment of a faculty body (an advisory body to the Dean) for non-discrimination and gender equality issues, the definition of the body's competence and rules of conduct.</p>	<p>10, 14, 24, 27, 34</p>	<p>4Q/2021</p>	<ul style="list-style-type: none"> <li>· Faculty Bursar</li> <li>· Expert team</li> </ul>	<ul style="list-style-type: none"> <li>- Faculty Gender Equality Plan – document and weblink + weblink to the university Gender Equality Plan</li> <li>- 100% of complaints to be discussed by the faculty body for non-discrimination and gender equality issues</li> <li>- the tracking system of complaints/cases</li> </ul>	<p>completed</p>	<p><b>Links to GEP:</b> - link to GEP MU and GEP FSpS on the website (in Czech and English) <a href="https://www.fsp.s.muni.cz/en/research/hrs4r-hr-award">https://www.fsp.s.muni.cz/en/research/hrs4r-hr-award</a> (under "Gender Equality")</p> <p><b>Faculty body:</b> - the Dean's advisory body is not being established, as the ombudsperson position was introduced at MU on 1 April 2023. It deals with issues of discrimination and gender equality. Follows the HR Award Principles Charter and Code: (Ethical Principles, Non-discrimination, Working conditions, Gender balance, Complaints and appeals)</p> <p><b>Tracking system:</b> - the <a href="#">Protection of rights</a> at MU is governed by MU Directive 1/2023, effective 1 April 2023 (addresses all submissions)</p>
<p><b>5. Improvement of working conditions for parents and carers</b> - Revision and adjustment of employment contracts to promote the compatibility of family and working life (flexibility of working hours, home office). - Setting up facilities at the faculty for researchers with families and care responsibilities.</p>	<p>10, 24, 25, 27</p>	<p>2Q/2022</p>	<ul style="list-style-type: none"> <li>· Division head – Personnel Office</li> <li>· Division head – Technical and Operational Office</li> </ul>	<ul style="list-style-type: none"> <li>- 100 % of revised employment contracts</li> <li>- Space for parents with children (changing table, play area with toys, breastfeeding room)</li> </ul>	<p>completed</p>	<p><b>Employee contracts:</b> - FSpS Directive 15/2017 updated, it includes an extension of working hours at workplaces and home office for non-academic employees introduced (available only in Czech)</p> <p>- Handbook - Maternity, paternity and parental leave in a nutshell. Additional information related to parenting, including FAQ and contacts at the employee portal (unfortunately, everything as of now is available only in Czech)</p>

						<b>Space for parents with children:</b> - changing table installed, and the play area is ready at the faculty
<b>6. Implementation of an employee evaluation system</b> - Ensuring transparent and regular evaluation of work performance in the areas of teaching, research, social role, commercial and promotional activities, internationalisation, and mobility activities. - Linking the evaluation system for remuneration in three areas (teaching, research and the third role - promotion, commercial courses, and socially beneficial activities). - Employee evaluation training for the senior employees.	11, 25, 26, 28, 29, 30, 33	4Q/2021	· Vice-dean for Strategy and Development · Office for Strategy and Development	- Regular annual evaluation of employees related to financial remuneration - 100 % of evaluated employees - 100 % of trained heads of departments - 1-2 training carried out annually	in progress	- Training on filling in the data in EVAK for Directive No.5/2020 (System of Evaluation of Teaching, Creative and Other Activities of Academic Staff) took place online on 27 January and 14 February 2022. A recording was made of the training. A link to both dates was sent to all staff. - Senior staff have been offered training on staff appraisal (handouts provided by CERPEK). - On 20.2.2023, training was given on completing the EVAK (academic staff appraisal). The training was recorded, and all staff can return to view the material anytime.
<b>7. Revision of the concept of the PhD studies</b> - Specify and implement PhD study standards, specification of students' rights and obligations—incorporation of faculty's specifics in the university-wide concept. - Faculty's handbook for new doctoral students. - The realisation of regular seminars for doctoral students to develop their research skills (International Exchanges within PhD, Financing Research, Publication Ethics, Communication of Science and Research Results Promotion, Intellectual Property, etc.).	1, 2, 3, 5, 15, 29, 32, 36	2Q/2022	· Vice-dean for Science and Research · Chair of Doctoral Board · Office for Research, Development and Project Support · Cooperation: Technology Transfer Office of MU	- A website with revised information for doctoral studies. - Handbook for PhD students, printed and published electronic version - 100% of new PhD students receiving a handbook - % of PhD students who annually attend seminars for the development of skills and knowledge in research - At least 5 seminars offered to PhD students annually	completed	- In 2021, the MU Research and Development Office issued guidelines No. 1/2021 <a href="#">Principles and Recommendations for Effective and Quality Doctoral Studies at Masaryk University</a> - In 2022, MU introduced <a href="#">standards</a> in doctoral studies across all disciplines, emphasising the quality of doctoral students' scientific results, gaining international experience during doctoral studies and adherence to the study schedule. The main areas of the supervision standards were discussed in detail, and their development is one of the priorities for 2023. The draft text of the guidelines for doctoral students' stays abroad was completed at the end of 2022 and sent for initial comments to the Human Resources, Legal and Economic Department, the Quality Department and the Centre for International Cooperation. After the comment procedure at RMU is completed, it will be communicated with MU faculties in 2023  <b>Website:</b> <a href="https://www.fsps.muni.cz/en/study/doctoral-study-in-english/programmes">https://www.fsps.muni.cz/en/study/doctoral-study-in-english/programmes</a>

						<p><b>Handbook:</b> - <a href="#">Handbook</a> for new PhD students</p> <p><b>Seminars:</b> - A summer school for PhD students in 2022 (from 22 to 26 August 2022)</p> <p>Note: the actions were fulfilled, but in doctoral studies at MUNI, there are going to be significant changes in response to the amendment of the Higher Education Act, which are reflected in the new action No. 19, 20 and 21</p>
<p><b>8. Improvement of quality of supervision at the faculty</b> - Setting and implementing standards for supervisors (roles, duties, and responsibilities in supervising PhD students). - Regular evaluation of the activities of internal supervisors (e.g., within the annual evaluation of faculty departments). - Regular seminars for supervisors to develop a student-supervisor relation (best practice in leading doctoral students from the perspective of the supervisor and the student; working with talents; effective feedback; ways of communication using IT tools, mentoring, etc.).</p>	2, 11, 22, 28, 36, 37, 38, 39, 40	2Q/2023	<ul style="list-style-type: none"> <li>· Vice-dean for Science and Research</li> <li>· Office for Research, Development and Project Support in cooperation with the Masaryk University Rector's Office (Grants Division)</li> </ul>	<ul style="list-style-type: none"> <li>- Handbook for supervisors, printed and published electronic version</li> <li>- 2-3 seminars per year</li> <li>- % of trained supervisors</li> <li>- Feedback for the supervisors from their evaluation annually</li> </ul>	in progress	<p><b>Handbook:</b> Ongoing as planned in 2023 - by 4/2023, the supervisor's standards will be developed and compiled into a manual/handbook.</p> <p><b>Seminars:</b> - Seminars for supervisors were offered: <a href="#">Danish experience: how to be a better PhD. Supervisor</a> (7.3.2023) - E-course: training and development activities for supervisors (MU internal system) <a href="https://is.muni.cz/ekurzy/PHD_SUPERS?lang=en">https://is.muni.cz/ekurzy/PHD_SUPERS?lang=en</a></p> <p><b>Evaluation:</b> - Supervisor evaluation system will be developed by 6/2023 and applied for the first time in the fall of 2023</p>
<p><b>9. Formulation of a strategy of postdoc positions</b> - Cooperation on creating a university-wide postdoc strategy (position definition, employment conditions, care system for a foreign postdoc). - Implementation of university strategy in the conditions of FSpS. - Formulation of supporting materials for the promotion of postdoc positions.</p>	12, 13, 15, 18, 21	4Q/2022	<ul style="list-style-type: none"> <li>· Vice-dean for Science and Research</li> <li>· Personnel Office</li> </ul>	<ul style="list-style-type: none"> <li>- Rules for postdoc recruitment included in the internal recruitment and selection methodology</li> <li>- Number of new postdoc employees per year</li> </ul>	in progress	<p>A methodological sheet <a href="#">Principles and Recommendations for Personnel Management of Postdoc Positions</a></p>

<p><b>10. Implementation of support for mobility activities</b></p> <ul style="list-style-type: none"> <li>- Promotion of support for departures and arrivals</li> <li>- Update and revision of international partnership agreements</li> <li>- Establishing cooperation with partner universities which are higher in international rankings evaluating the quality of the university</li> <li>- Strengthen the weight of experience with mobility during selection procedures.</li> <li>- Appreciation of mobility activities within the faculty evaluation system.</li> </ul>	<p>11, 18, 29</p>	<p>4Q/2021</p>	<ul style="list-style-type: none"> <li>· Vice-dean for External Relations and Internationalization</li> <li>· Office for External Relations</li> <li>· Faculty Bursar</li> </ul>	<ul style="list-style-type: none"> <li>- List of newly established international cooperation</li> <li>- Weblink promoting mobility opportunities and funding internships</li> <li>- % of employees and PhD students who took part in mobility per year</li> <li>- number of incoming PhD students and visiting experts per year</li> </ul>	<p>completed</p>	<p><b>International cooperation:</b></p> <ul style="list-style-type: none"> <li>- contracts are continuously updated, in some cases extended (Inholland Netherlands, extension of some contracts for BIP mobility)</li> <li>- New bilateral contract with the University of Central Lancashire, a new contract with Western Norway University of Applied Sciences is currently being concluded</li> <li>- Cooperation within the PAL Network in the development of the BIP programme (Inholland University of Applied Sciences, Western Norway University of Applied Sciences, Lithuanian Sports University, Escola Superior de Desporto de Rio Maior - Politécnico De Santarém, University of Malaga and Hanze University Groningen)</li> </ul> <p><b>Promoting mobility:</b></p> <ul style="list-style-type: none"> <li>- All employees are informed about travel opportunities via e-mail, faculty website, newsletter and possible reminders at meetings; support is provided by the Office for External Relations during the entire administrative process of the trip (contacting the university, assisting in setting up a travel order, issuing promotional items as gifts for colleagues from the receiving institution)</li> <li><a href="https://www.fsps.muni.cz/zamestnanci/zahranicni-aktivita/aktualni-nabidky">https://www.fsps.muni.cz/zamestnanci/zahranicni-aktivita/aktualni-nabidky</a> (English version under construction)</li> <li>- assistance is provided to incoming staff in arranging transport to the university and accommodation where necessary</li> <li>- Mobility is monitored as part of the EVAK (Evaluation of Academic Activity); each employee reflects on the mobility experience in the EVAK, and the head of staff can link it to the employee's evaluation</li> <li>- The number of mobility days is a parameter of the departmental budget. The heads of departments can use this to motivate employees to mobility.</li> <li>- New financial support introduced under the Strategic Management Support Programme - International Excellence in Doctoral Studies and</li> </ul>
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						<p>Support for Internationalisation at MU</p> <ul style="list-style-type: none"> <li>- A minimum of <a href="#">30 days of continuous academic stay abroad</a> is required for the habilitation process.</li> </ul> <p><b>Statistics:</b></p> <p>% of staff and PhD students who participated in a mobility programme within the last three years</p> <p>2020 = 7 employees, 3 PhD 2021 = 7 employees, 9 PhD 2022 = 31 employees, 11 PhD</p> <p>Number of incoming PhD students and visiting experts per year</p> <p>2020 = 3 2021 = 11 + 4 online 2022 = 24</p>
<p><b>11. Creation of OTM-R Recruitment Policy</b></p> <ul style="list-style-type: none"> <li>- Co-creation of university OTM-R Recruitment Policy</li> <li>- Creation of faculty-specific OTM-R policy for the recruitment and selection of academic and non-academic employees</li> <li>- Revision and updating of the <i>MU Regulations on Competitive Selection Procedures</i> following the principles of the university OTM-R policy and supplementing the missing principles of the Charter and the Code.</li> <li>- Publication of OTM-R policy on the FSpS website (Czech and English).</li> </ul>	10, 12, 13, 14, 15, 20, 21	3Q/2021 (OTM-R Policy) 4Q/2022 (MU regulations)	· Personnel Office in cooperation with the Masaryk University Rector's Office	<ul style="list-style-type: none"> <li>- Document – OTM-R policy</li> <li>- Updated MU Regulations on Competitive Selection Procedures</li> <li>- Weblinks</li> </ul>	completed	<p>New <a href="#">Regulations on Competitive Selection Procedures at Masaryk University</a>, new <a href="#">FSpS Procedure Protocol to the Regulations on Competitive Selection Procedures at MU</a> following OTM-R principles, active from 1.1.2023</p> <ul style="list-style-type: none"> <li>- Modification of the JOBS.MU application following the new Regulations (reduction of administrative burden)</li> </ul>
<p><b>12. Adjustment of recruitment and selection process according to OTM-R</b></p> <ul style="list-style-type: none"> <li>- Publication of selection procedure rules on the FSpS website (Czech and English).</li> <li>- Creation of an internal guide (including the methodological procedure for the recruitment</li> </ul>	12, 13, 14, 15, 20, 21, 25	4Q/2022	<ul style="list-style-type: none"> <li>· Faculty Bursar</li> <li>· Division Head – Personnel Office</li> </ul>	<ul style="list-style-type: none"> <li>- Internal guide for selection committees and other staff involved in recruitment and selection.</li> <li>- 2 seminars annually (OTM-R policy for employees)</li> <li>- % of trained employees</li> </ul>	completed	<p><b>Internal guide:</b></p> <ul style="list-style-type: none"> <li>- The <a href="#">FSpS Procedure Protocol to the Regulations on Competitive Selection Procedures at MU</a>, together with the Regulations, govern the conditions for offering vacancies and define the responsibility for establishing the qualification requirements, the description of vacancies and advertising requirements, and the procedure for setting up the selection committee.</li> </ul>

<p>and selection of employees, classification of positions on R1-R4) for the selection committee and other employees participating in the field of recruitment and selection of employees.</p> <ul style="list-style-type: none"> <li>- Training/workshop for staff in OTM-R policy.</li> <li>- Analysis of available data on submitted applications from individual career portals on the number of applicants from abroad.</li> <li>- Creation of rules/guidelines for advertising vacancies; simultaneously setting the responsibility for defining the qualification requirements for a suitable candidate.</li> <li>- Creation of a uniform template for the wording of vacancies, including information about the relevant unit, FSpS, MU, and additional information on whether this is a job position suitable for applicants with disabilities.</li> </ul>				<ul style="list-style-type: none"> <li>- % of employees who participate annually as members of the selection committee</li> <li>- Vacancy template</li> </ul>		<ul style="list-style-type: none"> <li>- Regulations and FSpS Measures to Regulations specify the selection procedure's formalities, including the individual participants' responsibilities in the recruitment process. Recruitment procedures for academic, scientific or research positions are always advertised in English and published on the University portal and Euraxess.</li> </ul> <p><b>Seminars:</b></p> <ul style="list-style-type: none"> <li>- Training "Selection procedure" (leading an interview) with firm Ubabutu 13.9.2022 (following OTM-R principles)</li> <li>- Online training of the members of the Selection Committee (SC) in the internal system (via the JOBS.MU application) - all SC members are obliged to undergo e-learning; without training, it is not possible to participate in the SC, it is possible to return to e-learning at any time. 100% of the selection committee members were trained.</li> </ul> <p><b>Vacancy template:</b></p> <ul style="list-style-type: none"> <li>- Possibility of export from JOBS.MU - statistics - will be carried out once a year (in the first quarter of the following year).</li> </ul> <p>The following indicators are monitored as part of the control and evaluation of the set-up selection process: a) the number of trained persons/committee members, b) the number of external/internal candidates, c) the number of candidates in total, including the number of foreign candidates, number of female candidates, d) composition of selection committees in terms of gender composition (men and women). Collecting feedback on the recruitment process - from candidates who make it to Round 2 (pilot in Q1/2023)</p>
<p><b>13. Improvement of support for newcomers</b></p> <ul style="list-style-type: none"> <li>- Introduction of feedback on the recruitment process from the candidate's perspective within the adaptation process.</li> </ul>	13, 15, 16, 21, 25, 28	1Q/2023	<ul style="list-style-type: none"> <li>· Faculty Bursar</li> <li>· Division Head – Personnel Office</li> </ul>	<ul style="list-style-type: none"> <li>- 100% of newly hired employees were asked for recruitment feedback</li> <li>- 100% of newly hired employees were provided with a</li> </ul>	completed	<p><b>Feedback:</b></p> <ul style="list-style-type: none"> <li>- application ADAPTATION in the internal system, a pilot launched in May 2023</li> <li>- Employees are asked to provide feedback on the recruitment process as part of the adaptation process (application in the internal system).</li> </ul>

- Implementation of "Welcome service."				"Welcome Service"		<p><b>Welcome service:</b></p> <ul style="list-style-type: none"> <li>- New package of FSpS MU promotional items for newcomers</li> <li>- <a href="#">brochure</a> for new employees</li> </ul>
<p><b>14. Removal of the language barrier</b></p> <ul style="list-style-type: none"> <li>- Supplementing the existing Czech versions of internal regulations and relevant information and public documents with translations into English.</li> <li>- Setting up relevant internal communication with employees in Czech and English.</li> <li>- Increasing the language skills of employees providing support and service to foreign researchers.</li> </ul>	5, 6, 7, 9, 10, 13, 21, 24, 27, 28, 29, 31, 35, 36	2Q/2023	<ul style="list-style-type: none"> <li>· Faculty Bursar</li> <li>· Personnel Office</li> <li>· Office for External Relations</li> <li>· Office for Research, Development and Project Support</li> </ul>	<ul style="list-style-type: none"> <li>- translation of all key faculty documents into English</li> <li>- number of support staff who have participated in a language course</li> <li>- faculty website in English</li> </ul>	extended	<p><b>Translation:</b></p> <p>Translation of FSpS directives into English - translated <a href="#">Strategic Plan 2021-2028</a>, <a href="#">Organizational Regulations</a>, <a href="#">FSpS Procedure Protocol to the Regulations on Competitive Selection Procedures at MU</a> and also the <a href="#">FSpS GEP</a>.</p> <p><b>Language courses:</b></p> <p><a href="https://www.cjv.muni.cz/en">https://www.cjv.muni.cz/en</a></p> <ul style="list-style-type: none"> <li>- In 2022, 12 non-academic staff members attended English classes organised by the faculty, and two members of the management had individual lessons.</li> <li>- 25 employees (primarily heads of departments/offices) in 2023 are using the e-learning portal SEDUO.cz (also offering English courses)</li> </ul> <p><b>Faculty website in English:</b></p> <p>A large part of the website is available in English; however, it is still a work in progress, and new information that needs to be translated is being added regularly</p>
<p><b>15. Creation of the Career Code</b></p> <ul style="list-style-type: none"> <li>- Contribution to the creation of the university-wide Career Code and its implementation at the faculty level (system of job positions including job descriptions, required research and teaching competencies, and the definition of teaching load)</li> <li>- Compilation of a career development plan for researchers following the results of their evaluation</li> <li>- Setting up career guidance processes for researchers</li> </ul>	15, 21, 22, 28, 29, 30, 33, 38	4Q /2022	<ul style="list-style-type: none"> <li>· Personnel Office in cooperation with the Masaryk University Rector's Office</li> <li>· Personnel Management Office</li> </ul>	<ul style="list-style-type: none"> <li>- Weblink with the document: Career Code</li> <li>- Methodological document - Personal Development Plan - in printed and electronic versions</li> <li>- Weblink with career guidance procedures and contacts</li> <li>- 100% informed staff and PhD students</li> </ul>	extended	<ul style="list-style-type: none"> <li>- Career Code at the university level in 2025 at the earliest</li> <li>- <a href="#">MU Career system guidelines</a></li> </ul>

<p><b>16. Increasing the competencies of the senior employees</b></p> <ul style="list-style-type: none"> <li>- Compiling an offer of development courses for senior employees in the areas of management and leadership, communication skills, evaluation and remuneration of employees, providing feedback, time management, equal opportunities, etc.</li> <li>- Seminar for senior employees on the topic of the organisational rules of the faculty - powers and responsibilities of senior employees</li> <li>- Setting up the process of sharing the acquired information, knowledge, and insights with the aim of career growth</li> <li>- Setting up the process of sharing good practice between departments (internal practice)</li> </ul>	11, 26, 30, 37, 38, 39, 40	1Q/2023	<ul style="list-style-type: none"> <li>· Division Head – Personnel Office</li> <li>· Personnel Office</li> <li>· Heads of Departments</li> <li>· Office for Strategy and Development</li> </ul>	<ul style="list-style-type: none"> <li>- Weblink - offer of courses</li> <li>- % of trained senior employees</li> <li>- Twice a year - meetings of researchers - sharing information, knowledge, and skills for career growth and professionalism in research</li> <li>- 2-3 interdepartmental collaborations per year</li> </ul>	In progress	<p><b>Offer of courses:</b></p> <ul style="list-style-type: none"> <li>- Courses Personal Development and Interpersonal Skills, Time-Management, Online Communication, Team Communication, and Presentation Skills - November and December 2021</li> <li>- Course Managerial Skills – May 2022</li> <li>- E- e-learning portal (training also for managers/heads), an offer of annual SEDUO license (used by 12 heads in 2022, in 2023 total of 25 licenses),</li> <li>- MU training catalogue created</li> <li>- MotivP development courses for academic and non-academic heads/managers (5 members of management in 2021, 2 non-academic heads in 2022)</li> <li>- CERPEK established - efforts to centralise development and training activities in one place, collaboration across faculties</li> <li>- Promotion of internal online training (e-mail, newsletter)</li> <li><a href="https://cerpek.muni.cz/en/miscellaneous/further-learning-opportunities/within-mu/trainings-for-employees-and-their-recordings">https://cerpek.muni.cz/en/miscellaneous/further-learning-opportunities/within-mu/trainings-for-employees-and-their-recordings</a></li> <li>- Regulations Agreement- application in the internal system - sent to target groups (including managers/heads) - the employee must confirm that they are familiar with the regulation</li> <li>- monitoring/recording of training events to be set up (in the computerisation plan for 2023)</li> </ul>
<p>17. Feedback questionnaire survey on organisational change and, at the same time monitoring employee satisfaction and needs</p>	10, 15, 22, 24, 25, 27	4Q/2025	Division Head – Personnel Office	<ul style="list-style-type: none"> <li>- % of responders</li> <li>- Weblink on the survey results</li> <li>- New actions planned to reflect the survey results</li> </ul>	new	
<p>18. Informal meetings of all faculty staff to develop interpersonal relationships</p>	9, 10, 24, 38	starting 3Q/2023	Office for External Relations	<ul style="list-style-type: none"> <li>4 x per year</li> <li>Development of interpersonal relations and integration of foreign employees into the faculty environment. Mutual information and cooperation.</li> </ul>	new	

19. Revision of the admission process for doctoral study programme (PhD)	5, 10, 12, 13, 14, 15	4Q / 2024	Office for Research, Development and Project Support Vice-dean for science and research	- Directive of Masaryk University on Admission Process in doctoral study programmes - weblink on site for applicants	new	
20. Memorandum on the Individual Study Plan governing the relationship between supervisor and PhD student	1, 2, 3, 5, 12, 13, 14, 15, 24, 36	3Q/2024	Office for External Relations	- Memorandum on the Individual Study Plan - weblink on site for applicants - % of PhD students who signed the memorandum	new	
21. PhD supervisor standards	36, 37, 40	2Q/2024	Office for Research, Development and Project Support Vice-dean for science and research	- Directive of Masaryk University specifying Standards of PhD supervisor - % of supervisors informed - Weblink with eligible supervisors for the faculty of sports studies at the site for applicants	new	
22. Gender pay gap analysis	10, 14, 24, 27	4Q/2024	Division Head – Personnel Office	- Analysed researchers' wages (equal pay for men and women)	new	

**Note:** Add as many actions are needed.

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

**URL:** <https://www.fsps.muni.cz/en/research/hrs4r-hr-award#documents>

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**

The implementation of the OTM-R principles has been given great attention and has been approached comprehensively. A working group was established (FSpS MU was also represented) to implement OTM-R principles at the university level. The working group's activities outcome is the revised Regulations on [Competitive Selection Procedures at Masaryk University](#), effective 1 January 2023. At the faculty level, it is further supplemented by the [FSpS Procedure Protocol to the Regulations on Competitive Selection Procedures at Masaryk University](#) (also effective from 1 January 2023).

The Regulations set the standard for open, transparent and merit-based selection procedures. Selection procedures are held for all posts. Any exceptions are precisely defined. The regulations mentioned above represent the rules for the announcement of the selection procedure, the conduct of the selection procedure (including the setting of deadlines), the rules for the constitution, conduct and decision-making of the selection committee (composition of the selection committee with regard to gender equality, the obligation to undergo training for members of the selection committee), communication with the candidate, the lodging of complaints, the documentation of the selection procedure and the indicators to be monitored in the selection procedures. Managers/heads of departments received training on recruitment and selection, including practical tips on how to check candidates' competencies and conduct personal interviews. E-learning on recruitment and selection issues was introduced at the university level. The JOBS.MU application, which is used to administer the hiring process and is also a source of statistics monitored and subsequently evaluated as part of the process, has been upgraded.