

TEMPLATE 4: ACTION PLAN

Case number: 2019CZ468328

Name Organisation under review: Masaryk University, Faculty of Arts

Organisation's contact details:

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1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD students either full-time or part-time involved in research	376
Of whom are international (i.e. foreign nationality)	63
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0
Of whom are women	178
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	117
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	176
Of whom are stage R1 = in most organisations corresponding with doctoral level	83
Total number of students (if relevant)	6 599 (including 610 PhD students)
Total number of staff (including management, administrative, teaching and research staff)	552
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	27 784 927
Annual organisational direct government funding (designated for research)	726 407
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	5 195 868
Annual funding from private, non-government sources, designated for research	413 341
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>The Faculty of Arts, Masaryk University (FA MU) was in 1919 one of the four founding faculties of Masaryk University (MU). It is traditionally profiled as a research-oriented faculty, which currently generates approximately one-fifth of the research volume of MU. The number of students is the highest among all MU faculties. Its exceptionality in comparison with the other faculties of MU is not only the great diversity of disciplines, but also significant differences in the size of departments. The faculty consists of 23 relatively independent academic departments implementing almost 80 accredited study programmes of scientific and teaching specialisation in social sciences, humanities and the arts.</p> <p>See "Additional Notes" for more information on the context.</p>	

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>Free text maximum 800 words</p> <p>STRENGTHS</p> <p>FA MU researchers follow the "MU academic and professional employee code of ethics" created at the central university level (or codes of ethics in the respective field), research freedom is guaranteed and ethical principles are largely observed.</p> <p>Currently running university project of Interdisciplinary Support of Research Ethics aims to support research ethics at universities and research institutions. Project outputs (manuals, guidelines, thematic reports, workshops) will be addressed to researchers, grant agencies, management of research institutions and members of ethics committees.</p> <p>Researchers benefit from the infrastructure supporting the dissemination and use of results – services for supporting publishing activities, external communication and the Technology Transfer Centre. MU and FA MU supports free and unlimited access to scientific results (Open Access). The project Open Science Strategy at MUNI is currently being implemented at the university. Its aim is to define a university strategy for open access to research data and scientific publications.</p> <p>MU database of experts is available at the university's website for commenting on current events and topics in the media. The faculty continuously presents the research results to the general public through many PR activities.</p> <p>WEAKNESSES</p> <p>We consider internal communication and the availability of information to be a weak point across all areas. Researchers have surprisingly little information on what internal regulations MU and FA MU have and what range of services are available. MU and FA MU lack translations of many documents into English and communication with employees is often not bilingual, although many foreigners work here.</p> <p>FA MU has not yet implemented a comprehensive adaptation process for new employees, the introductory information is relatively brief and based primarily on the self-study of several recommended internal regulations. Shortcomings were identified in acquainting researchers with both strategic documents and internal regulations, as well as with topics in the field of ethical aspects.</p> <p>During the internal analysis, the Working Group identified partial shortcomings in the formulations of the MU academic and professional employee code of ethics and submitted proposals for the development of the activities of the Research Ethics Committee of MU.</p> <p>Until now, the evaluation of employees at FA MU has mainly applied to academic staff. Its course was coordinated by the faculty to a limited extent. The selection of evaluation criteria from about 120 options was within the competence of the heads of departments. Uniform criteria across the faculty were first set in 2020. The employee evaluation process is not sufficiently specified to allow a clear and transparent procedure, taking into account the specificities of the disciplines and the role of superior employees. The comprehensive form of employee evaluation is not set in any formal</p>

	<p>document at FA MU and lacks both inputs for evaluation (System of job positions and job titles and Career regulation) and methodology for further work with the evaluation outputs in connection with other personnel processes, handbooks and training for evaluators and evaluated employees.</p>
<p>Recruitment and selection</p>	<p>Free text maximum 800 words</p> <p>STRENGTHS</p> <p>Recruitment and selection at the faculty is regulated by the university Regulations on Competitive Selection Procedures at MU, which also guarantee compliance with the requirements for equal opportunities, equal treatment and non-discrimination. Its wording is freely accessible on the official notice board of the university in Czech and English.</p> <p>All vacancies of the faculty are advertised on the university’s website (Careers at MU) and some other web portals are also used, e.g. researchjobs.cz, universitas.cz, TheUnijobs.com or foreign media and platforms according to fields practices.</p> <p>Advertisements for academic and non-academic research positions are advertised in Czech and English.</p> <p>The selection procedure at FA MU is performed in accordance with the Regulations on Competitive Selection Procedures at MU, which stipulate certain rules for the appointment and activities of selection committees. The evaluation of candidates always takes place with regard to the selection of the most suitable candidate. A record of the selection committee’s decision is always made.</p> <p>An application of the MU information system is used to administer the recruitment and selection process. It allows applicants to use an electronic application form when applying for the selection procedure on the web interface, thus reducing the administrative burden on applicants to a minimum.</p> <p>Information on the course and subsequently also on the result of the selection procedure is provided to applicants by e-mail or telephone. The results of all selection procedures at the university and the faculty are published on the university’s website (Official Notice Board MU).</p> <p>WEAKNESSES</p> <p>OTM-R policy is not defined at MU or FA MU. The current university Regulations on Competitive Selection Procedures do not include all OTM-R principles (e.g. recommendations for setting up selection committees with regard to gender balance, recommendations for assessing candidates based on merit, mobility etc.).</p> <p>The HR Award questionnaire survey FA MU 2020 showed that in practice there is probably an imbalance in the representation of men and women in selection committees - experience as a member of the selection committee was reported by 28 % of women compared to 40 % of men.</p> <p>A methodology for the recruitment and selection of academic and non-academic research positions, which would take into account the specifics of FA MU, establish responsibilities within the recruitment process and provide practical recommendations, standards for advertising, etc. is not yet available.</p> <p>Participants in the recruitment and selection process at the faculty are not made sufficiently familiar with the whole process and lack easy access to comprehensive information (also in English). There are no procedures for evaluating the entire recruitment process and its parts.</p> <p>There are shortcomings in the openness and transparency of selection procedures – for example, the EURAXESS portal is not used, and published</p>

	<p>advertisements do not contain all the information according to the requirements of OTM-R. FA MU does not have its own career website providing applicants with easily accessible and comprehensive information on vacancies, working conditions and the recruitment process at the faculty (also available in English).</p> <p>There is no defined postdoctoral position at MU and FA MU and there are no rules for their employment and recruitment.</p>
<p>Working conditions and social security</p>	<p>Free text maximum 800 words</p> <p>STRENGTHS</p> <p>Within the labour market of the region and the Czech Republic, MU and FA MU belong among the most stable and attractive employers, also with regard to the working, wage and other conditions provided to its employees in accordance with strict national and internal regulations.</p> <p>FA MU provides its employees with quality equipment, appropriate job opportunities and the possibility of travelling abroad in research and training for scientific activities. Free access to scientific results and information and a broad support infrastructure of the dean's and special-purpose departments play an important role. Researchers at the university and faculty can take advantage of many opportunities for professional development and the services of support departments and mobility centres.</p> <p>The reconstructed buildings also provide suitable conditions for people with disabilities, who can also use the services of the Teiresiás university centre for full integration into the academic community.</p> <p>A priority of FA MU is occupational safety and health, and acquaintance with the rules of occupational health and safety is newly carried out at the faculty level in the e-learning form. The faculty offers a number of measures for reconciling work and family life.</p> <p>Intellectual property and co-authorship fields are covered at the university by internal regulations based on national legislation. Methodological support is provided by the MU Technology Transfer Centre, which offers comprehensive services and counselling. A lawyer is available at the faculty.</p> <p>Pedagogical activity is perceived as an important part of the scope of work and a full-fledged opportunity to apply for the researcher and is reflected in the evaluation of academic employees. The development of pedagogical competence is supported by the service of the university Pedagogical Competence Development Centre (CERPEK).</p> <p>There are complaint handling mechanisms clearly described in the university's internal document. In case of a breach of ethical principles, a complaint may also be submitted to the MU Ethics Committee and the MU Equal Opportunities Panel.</p> <p>WEAKNESSES</p> <p>There is no university or faculty gender equality policy and tools to promote gender balance, and there is a lack of awareness to increase sensitivity towards gender and cultural diversity. Experience at the faculty shows an imbalance in the representation of men and women, especially in higher positions in the organisational structure, where men clearly dominate. In the HR Award questionnaire survey FA MU 2020, it was women who expressed a more critical opinion regarding recognition of their person as a member of the professional group of researchers and also regarding gender equality.</p> <p>The faculty does not have its own internal regulations that would clearly regulate personnel processes within the life cycle of an employee, taking into account the specifics and needs of FA MU.</p>

	<p>There are no input documents specifying the characteristics of positions, including their job descriptions, competency models and possible career paths of researchers in all phases of their careers R1-R4 – i.e. the System of job positions and job titles and Career regulation FA MU. The absence of these inputs is also reflected in other areas such as the recruitment, adaptation, training, evaluation and remuneration of employees. The system of career counselling for employees is completely missing, as the current Career Centre only targets students.</p> <p>Although many areas are formally well addressed at the university or faculty level, further work is needed on their implementation and their effective internal communication. In many areas, there is now a lack of information for employees, often obstructed by the incomprehensibility, fragmentation or complicated availability of information or the absence of information in English. The comments of the Working Group revealed that researchers lack greater support for the meeting environment and informal scientific communication.</p> <p>The weakness of the current complaint procedure is the emphasis on the formalities of the complaint and its registration while lacking the characteristics of confidence and informality; there is no independent person designated for informal assistance in resolving complaints and appeals.</p> <p>A persistent problem of the faculty is the lack of workspaces that would meet current needs.</p>
<p>Training and development</p>	<p>Free text maximum 800 words</p> <p>STRENGTHS</p> <p>Most of the principles of training and development are largely implemented. Researchers in the expert training phase (PhD students) all have an assigned supervisor, with whom, among other things, they compile a general study plan and individual semester study plans, which are further approved by the doctoral board and which are evaluated retrospectively by the supervisor and the doctoral board, including recording in the system.</p> <p>Supervision and managerial duties are set for most senior roles in the national legislation and internal regulations.</p> <p>Continuous professional development is set as a duty of every employee and is formally part of the researchers' evaluation. Researchers have the opportunity to participate in a number of professional training events, courses, conferences, mobilities and have the opportunity to take sabbatical leave. MU and FA MU emphasise the development of the system of employee training.</p> <p>Regarding the supervision of early-stage researchers, a supervisor for PhD students is clearly assigned. The role of the supervisor of PhD students is taken into account when evaluating employees both in terms of the number of supervised PhD students and in terms of the quality of their work. For employees, there is always a superior employee assigned whom the researchers address in matters related to the performance of work duties. Managerial and organisational role is taken into account in the evaluation of employees. The project solver also has a supervisory role over the members of the project/grant implementation team, contracted by the research investor.</p> <p>WEAKNESSES</p> <p>We have identified partial shortcomings in all principles in the field of training and development; we consider the area of supervision to be only a partially implemented principle.</p>

	<p>Apart from assigned supervisors for PhD students, there are no clear rules for supervising early-stage researchers. Although each employee has a superior employee with a supervisory role set in the organisational structure, the role of a superior employee often does not match with the role of a suitable supervisor (e.g. when working on a project where the project manager and the superior employee is not the same person).</p> <p>The Working Group spoke in favour of a number of adjustments regarding PhD studies – discussions resulted in suggestions for improvement, including a proposal to clarify the rights and obligations of PhD students, their supervisors and doctoral boards, a proposal for the greater involvement of PhD students in department life and the creation of a mandatory joint PhD students training.</p> <p>There is no uniform adaptation process implemented at FA MU, new employees receive only brief information from the personnel department and the adaptation process continues exclusively at the workplace and is no longer formally planned. No adaptation plan is elaborated for new employees. There is no "informal guide to adaptation" in the adaptation process, which would help new employees to get familiar with the operation of the department. The level of attention paid to the successful adaptation of newcomers can therefore vary significantly from workplace to workplace.</p> <p>Another shortcoming is the unsystematic way of grasping training and development of employees. There is a lack of regularly identifying development needs, the subsequent implementation of training and development steps and the evaluation of their effectiveness.</p> <p>There are no inputs to this – the competencies needed to perform the position defined in the System of job positions and job titles FA MU, the Career regulation FA MU and the consistent use of employee evaluations to set development objectives. There is a lack of awareness of career development opportunities. Many topics are not covered in the offer of trainings; among other things, there is no systematic development of professional and managerial competencies for the performance of supervisory roles.</p>
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3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website. Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL: <https://www.phil.muni.cz/en/about-us/hrs4r-hr-award>

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap Analysis:

Proposed ACTIONS <i>Free text, 100 words maximum</i>	GAP Principle (s) <i>Retrieved from the GAP Analysis</i>	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
<p>1. MU ACADEMIC AND PROFESSIONAL EMPLOYEE CODE OF ETHICS: Cooperation with the MU Rector's Office on updating the MU academic and professional employee code of ethics (addition of a list of possible discrimination reasons, of the issue of gender equality and of other provisions in accordance with the requirements of the Charter and the Code). Realization of an information campaign for all FA MU staff following the expected publication of the update of the MU academic and professional employee code of ethics (expected completion date in Q3/2021).</p>	2,10,27	Deadline: Q4/2021	<ul style="list-style-type: none"> Vice-dean for Research and Development Lawyer HR Award Team 	<ul style="list-style-type: none"> Realized information campaign Q4/2021 <p>MEASURABLE:</p> <ul style="list-style-type: none"> Number (time series) of incidents solved: <ul style="list-style-type: none"> by MU Research Ethics Committee by MU Ethics Committee by MU Equal Opportunities Panel based on the MU directive Processing and registration of complaints at MU
<p>2. SYSTEM OF JOB POSITIONS AND JOB TITLES: Creation of a document containing the job descriptions, including recommendations for the teaching volume, competence models, assignment of R1-R4 levels, etc., which will be the input for other areas – recruitment, adaptation, training and development, evaluation and remuneration of employees. Implementation of handing over a written copy of the job description to each employee as a standard.</p>	11,13,16,19,21,22,33,37,38,39,40	Deadline: Q4/2021	<ul style="list-style-type: none"> HR Award Team Head of Personnel Office 	<ul style="list-style-type: none"> Internal rule created (link to existing document) Q4/2021 <p>MEASURABLE:</p> <ul style="list-style-type: none"> % of employees with job description Volume of teaching hours counted per one R1-R4

<p>3. CAREER MANAGEMENT: Creation of the Career regulation FA MU containing definitions of professional growth, career promotion and a description of career paths which will be the input for other areas – recruitment, adaptation, training and development, evaluation of employees.</p>	<p>11,13,15,16,19,21,22,25,28,29,30,38,39</p>	<p>Deadline: Q4/2021</p>	<ul style="list-style-type: none"> • HR Award Team • Head of Personnel Office 	<ul style="list-style-type: none"> • Career regulation FA MU created (link to existing document) Q4/2021
<p>4. RECRUITMENT AND SELECTION: Cooperation with the MU Rector's Office on the creation of a university-wide OTM-R policy and on updating the Regulations on Competitive Selection Procedures at MU. Setting up the recruitment process according to the specifics of the FA MU and in accordance with both the expected OTM-R policy of MU (Q2/2021) and updated Regulations on Competitive Selection Procedures at MU (Q1/2022). Preparation of detailed internal methodology for recruitment and selection process.</p> <ul style="list-style-type: none"> • describing all stages of the recruitment and selection process and their course, • assigning responsible persons, • specifying rules for individual phases – advertising, evaluation, selection and closing of the selection procedure • defining the OTM-R complaint mechanism • providing clear practical instructions and recommendations to the persons involved, including standardised forms and templates. <p>Introduction of a recruitment quality control system. Providing training for employees involved in the recruitment process. Adding information about job opportunities at the faculty to the FA MU website.</p>	<p>12,13,14,15,16,17,18,19,20,21,27</p>	<p>Deadline: Q4/2022</p>	<ul style="list-style-type: none"> • HR Award Team • Head of Personnel Office 	<ul style="list-style-type: none"> • "Job opportunities" tab on the FA MU website created (link to an existing page) Q1/2021 • Internal methodology including forms and templates (link to existing document) Q2/2022 • OTM-R training implemented Q3/2022 • System set up for the regular quarterly evaluation of trends in key areas of recruitment and selection = openness, transparency and merit evaluation Q4/2022 <p>MEASURABLE:</p> <ul style="list-style-type: none"> • Level of satisfaction of senior employees and successful candidates with the recruitment process • Number of trained employees involved in recruitment and selection • Proportion of applicants: <ul style="list-style-type: none"> ○ coming from outside the university/faculty ○ coming from abroad ○ meeting the requirements for the advertised vacancy ○ from under-represented groups • Proportion of job offers published on EURAXESS • Number of channels for advertising job offers • Statistics on the composition of selection committees • OTM-R complaint statistics

<p>5. ADAPTATION PROCESS: Setting up the adaptation process for new employees, determining the role of the human resources department, superior employees and informal adaptation guides. Implementation of introductory trainings including, in addition to practical information for new employees, the following topics: ethical and professional aspects of research, Research Ethics Committee MU, intellectual property, strategic documents and formal procedures of scientific work, IT security and data protection, dissemination and commercial use of research work and trends in the evaluation of science and research and publication strategy, evaluation process, system of remuneration, complaints and appeals, system of supervision, etc., acquaintance with the regulations.</p> <p>Creating support information resources for new employees.</p>	2,3,4,5,6,7,8,9,10,11,26,31,34,40	Deadline: Q3/2022	<ul style="list-style-type: none"> • HR Award Team • Head of Personnel Office 	<ul style="list-style-type: none"> • Internal rule created (link to existing document) Q3/2022 • Handbook for new employees, including links to information sources on the website created (link to an existing document and pages) Q3/2022 • Series of topics for introductory training created (including e-learning) Q3/2022 • Role of the informal adaptation guide implemented Q3/2022 • Evaluation of the adaptation process at the end of the trial period implemented Q3/2022 <p>MEASURABLE:</p> <ul style="list-style-type: none"> • Number of trained employees providing the adaptation process
<p>6. EMPLOYEE EVALUATION: Revision of the employee evaluation system and creation of an exact form of evaluating academic and non-academic employees taking into account the needs and specifics of the faculty. Creation of tools for obtaining objective inputs to assess the quality of teaching and supervisory roles from students at FA MU.</p> <p>Linking the evaluation system with the training and development system.</p>	11,28,29,33,38,39,40	Deadline: Q4/2023	<ul style="list-style-type: none"> • Steering Committee • Head of Personnel Office • HR Award Team 	<ul style="list-style-type: none"> • Tool for obtaining feedback created Q3/2022 • Internal rule created (link to existing document) Q2/2023 • Evaluation contains individual development goals, on the basis of which the training and development of individuals takes place Q4/2023 <p>MEASURABLE:</p> <ul style="list-style-type: none"> • Number of employees evaluated • Number of employees with set development goals
<p>7. EMPLOYEE TRAINING AND DEVELOPMENT: Setting up the process of training and development of FA MU employees in connection with the planned university system (expected completion date in Q4/2022).</p> <p>Create a standard training offer – key topics and training formats including e-learning (research ethics and Research Ethics Committee,</p>	2,3,4,5,6,7,8,11,13,14,16,17,18,19,20,23,27,31,36,37,38,39,40	Deadline: Q4/2023	<ul style="list-style-type: none"> • HR Award Team • Head of Personnel Office 	<ul style="list-style-type: none"> • Implementation of the training and development system staffed Q1/2023 • Internal rule created (link to existing document) Q4/2023 • Standard offer of training – key topics and formats created Q4/2023 • Tools for evaluating the effectiveness of training events

<p>dissemination of results including popularisation, intellectual property, gender, personality, managerial and language competence, recruitment, remuneration, mentoring for supervisory roles, use of IT technologies, etc.). Ensuring staffing for the implementation of the training and development system. Linking employee training and development with the evaluation system. Setting up the evaluation of the effectiveness of training and development events.</p>				<p>(questionnaire, statistics) created Q4/2023</p> <p>MEASURABLE:</p> <ul style="list-style-type: none"> • Number of topics in the form of e-learning • Number and scope of R1-R4 trainings according to the topic
<p>8. CAREER COUNSELLING: Cooperation with the MU Rector's Office on the creation of a university-wide career guidance system for researchers (expected completion date in Q4/2022). Realization of an information campaign for all FA MU employees after the start of the career counselling centre for researchers focused on the active use of its services.</p>	28,30	Deadline: Q1/2023	<ul style="list-style-type: none"> • HR Award Team • Head of Personnel Office 	<ul style="list-style-type: none"> • Realized information campaign Q1/2023 <p>MEASURABLE:</p> <ul style="list-style-type: none"> • Number of performed consultations R1-R4 • Satisfaction rate with career centre services
<p>9. SUPERVISION FOR EARLY-STAGE RESEARCHERS: Creating a formal procedure for supervising early-stage researchers by a responsible person. Defining the role and competencies of the supervisor. Implementation of a pilot workshop on mentoring for experienced researchers in the role of supervisors. Ensuring the systematic development of the competencies of experienced researchers for the performance of supervisory and managerial roles.</p>	36,37,40	Deadline: Q2/2024	<ul style="list-style-type: none"> • Vice-dean for Research and Development • HR Award Team • Head of Personnel Office 	<ul style="list-style-type: none"> • Pilot workshop for mentoring performed Q4/2022 • Internal rule created (link to existing document) Q4/2023 • Each new R1 and R2 employee is informed of their supervisor in job description upon the start of their employment Q2/2024 <p>MEASURABLE:</p> <ul style="list-style-type: none"> • Number of researchers trained in the supervisory role
<p>10. PHD STUDIES: Cooperation with the MU Rector's Office on the revision of the university-wide concept of PhD studies and on the creation of PhD studies standards (Q2/2022) to specify the rights and obligations of students and supervisors. Supplementing standards with faculty specifics. Introduction of cross-sectional subjects for PhD</p>	33,36,38,39,40	Deadline: Q4/2023	<ul style="list-style-type: none"> • Vice-dean for Research and Graduate Studies • HR Award Team 	<ul style="list-style-type: none"> • Questionnaire survey for PhD students performed Q2/2021 • PhD studies handbook created Q3/2021 • Pilot training workshops for PhD students performed Q4/2022 • PhD study standards taking into account faculty specifics created Q2/2023

<p>students in fields with common intersections.</p> <p>Implementation of pilot training workshops for PhD students in the areas of career development, project management, publishing and socio-managerial skills.</p> <p>Introduction of regular training and development events for supervisors, and mandatory training in skills needed for research activities for PhD students.</p> <p>Implementation of a questionnaire survey for PhD students. Creation of tools to support the involvement of PhD students in department life (workspace, grants information, involvement in research, cotutelle, etc.).</p>				<ul style="list-style-type: none"> • Cross-sectional subjects in fields with common intersections implemented Q4/2023 • Freshers training (skills needed for research activities) is mandatory for all PhD students Q4/2023 <p>MEASURABLE:</p> <ul style="list-style-type: none"> • PhD day realised once per semester for the last years of Mgr. and first years of PhD programmes • Number of realised workshops and webinars for trainers • Number of PhD students involved in grants
<p>11. POSTDOCTORAL POSITIONS:</p> <p>Cooperation with the MU Rector's Office on the creation of a university-wide postdoc strategy (position definition, area of employment, conditions and system of care for foreign postdoc – Q3/2021). Establishing detailed rules for the appointment, recruitment and career development of postdoc employees with regard to faculty specifics. Creation of supporting materials for the promotion of postdoc positions.</p>	21	Deadline: Q2/2022	<ul style="list-style-type: none"> • Vice-dean for Research and Development • HR Award Team • Head of Personnel Office 	<ul style="list-style-type: none"> • Postdoc positions and rules for postdoc employment are defined in the System of job positions and job titles FA MU Q4/2021 • Postdoc position included in the Career regulation FA MU Q4/2021 • Rules for recruitment to postdoc positions included in the internal methodology for recruitment and selection Q2/2022 • Information leaflet and separate website for postdoc positions on the FA MU website created Q2/2022 <p>MEASURABLE:</p> <ul style="list-style-type: none"> • Number of employees in postdoc positions • Proportion of postdoc newcomers from other universities out of the total number of postdocs • Duration of postdoc engagement at FA MU
<p>12. GENDER BALANCE:</p> <p>Cooperation with the MU Rector's Office on the creation of a university-wide gender balance policy (expected completion date Q4/2021). Subsequent creation of a faculty gender balance policy. Implementation of active tools to promote gender balance. Implementation of lectures and workshops on gender for employees</p>	2,10,24, 27	Deadline: Q3/2022	<ul style="list-style-type: none"> • Steering Committee • HR Award Team • Head of Personnel Office 	<ul style="list-style-type: none"> • Places for employees' children in kindergarten provided Q4/2021 • Questionnaire survey conducted in order to find out the reasons for the lack of interest of women in participating in managing authorities, in a scientific career, in PhD studies, etc. Q1/2022

<p>to increase sensitivity to the issue. Support the work-family balance of employees. Addition of recommendations for the compilation of a reasonably gender-balanced selection committee in the Regulations on Competitive Selection Procedures at MU and in the methodology for the recruitment and selection of FA MU (see point 4 of the Action Plan: Recruitment and selection).</p>				<ul style="list-style-type: none"> • Gender balance policy created at FA MU (link to existing document) Q3/2022 <p>MEASURABLE:</p> <ul style="list-style-type: none"> • Statistics on the representation of men and women at different levels and in management positions • Analyses of equal pay for men and women • Number of lectures and workshops on gender and the number of trained employees
<p>13. SUBMITTING AND PROCESSING COMPLAINTS: Improving employee awareness of existing complaint procedures (see point 5 and 15 of the Action Plan: Adaptation process and Internal communication). Cooperation with the MU Rector's Office on the creation of mediation services for employees focused on the possibility of confidential and informal consultations in connection with the resolution of complaints that will be part of the prepared university-wide well-being strategy.</p>	34	Deadline: Q4/2024	<ul style="list-style-type: none"> • Steering Committee • HR Award Team 	<ul style="list-style-type: none"> • Concept draft of mediation services at MU prepared as part of a well-being strategy Q4/2024 <p>MEASURABLE:</p> <ul style="list-style-type: none"> • Number of meetings of representatives of faculties and the MU Rector's Office focused on the creation of a proposal for mediation services
<p>14. ADMINISTRATIVE SUPPORT FOR RESEARCHERS: Improving the administrative support for researchers – clear descriptions of the agendas of support departments and maps of individual process procedures. Strengthening the information service on the websites of departments. Electronisation of suitable / necessary agendas. Development of project support in order to provide comprehensive project consulting, especially for demanding projects financed from transnational or foreign sources. Implementation of training events for administrative and technical staff supporting scientific research work in specialised activities, namely in the field of socio-managerial skills, personnel management, project management and information technology.</p>	1,5,6,7, 23	Deadline: Q4/2024	<ul style="list-style-type: none"> • Faculty Bursar • Dean's Office Department Heads • HR Award Team 	<ul style="list-style-type: none"> • Methodology created and pilot phase of project support for demanding projects implemented through the provision of a comprehensive support service with an overlap into several professional areas Q4/2021 • Added and updated websites of support departments Q4/2022 • Training events for administrative and technical employees supporting scientific research work implemented Q4/2022 • Procedures of key agendas created and published to employees Q4/2024 <p>MEASURABLE:</p> <ul style="list-style-type: none"> • Regular report on the process of electronic agendas

<p>15. INTERNAL COMMUNICATION: Revision of internal communication, facilitation of information availability and setting methods of their transmission. Increasing the awareness of researchers in key areas (especially in project management, administration and contracts, in employment law matters and others). Organisation of events to support informal communication and meetings of researchers.</p>	<p>4,5,6,7,8,9,13,23,24,26,30,31,33,34,35,36</p>	<p>Deadline: Q4/2022</p>	<ul style="list-style-type: none"> • Vice-dean for Publishing and Public Relations • Dean's Office/Department Heads • HR Award Team 	<ul style="list-style-type: none"> • Method of informing employees about new and updated internal regulations/documents set Q4/2021 • Communication channels and their target groups set Q2/2022 • Signposts on the FA MU website for easy access to information according to the issue created Q4/2022 • Information sources updated, especially the FA MU website Q4/2022 • Tools for getting feedback from employees set up Q4/2022 <p>MEASURABLE:</p> <ul style="list-style-type: none"> • Number of implemented events for informal communication and meetings
<p>16. USE OF ENGLISH LANGUAGE: Removal of the language barrier for foreign employees. Supplementing the existing Czech versions of internal regulations and relevant information and public documents at the FA MU with translations into English. Publication of newly-published documents always bilingually. Setting up relevant internal communication with employees in Czech and English, creating an offer of selected training events also in English. Supplementing the content of the websites of individual departments of the FA MU. Increasing the language skills of employees providing support and service to foreign researchers.</p>	<p>1,2,4,5,6,7,8,9,10,13,22,23,24,25,26,28,29,31,33,34,35,36</p>	<p>Deadline: Q2/2023</p>	<ul style="list-style-type: none"> • Faculty Bursar • Department Heads 	<ul style="list-style-type: none"> • English language training for employees of support offices provided Q3/2021 • Relevant internal communication takes place in Czech and English Q4/2021 • Internal regulations, relevant information and public documents are available in Czech and English Q4/2021 • Content of the websites of individual FA MU departments is in Czech and English Q2/2023 <p>MEASURABLE:</p> <ul style="list-style-type: none"> • Number of training events implemented in English
<p>17. ACADEMIC SENATE: Strengthening the awareness of the academic community about the activities and competencies of the Academic Senate of the FA MU and its importance within the faculty public. Supporting the interest of the academic community in the activities of the Senate, especially during the elections, creating opportunities for the presentation of candidates and their election programme and for the public discussion of their ideas.</p>	<p>35</p>	<p>Deadline: Q2/2023</p>	<ul style="list-style-type: none"> • Chairman of the Academic Senate 	<ul style="list-style-type: none"> • Website of the Academic Senate of the FA MU updated, information added to strengthen the presentation of its significance Q2/2021 • Interactive platform for the presentation of the candidate and their election programme with the possibility of public discussion created Q2/2023 • Information campaign for academics and students in the period of elections and

				candidacies implemented Q2/2023 MEASURABLE: <ul style="list-style-type: none"> Number of papers on events in the Academic Senate of the FA MU on social networks
18. USE OF SPACE AT FA MU: Preparing an analysis of the real use of the existing spaces of the faculty with the aim of identifying the possibilities of modifications and obtaining free working spaces. Rationalisation of the use of current spaces at the faculty and departments.	23	Deadline: Q4/2022	<ul style="list-style-type: none"> Faculty Bursar 	<ul style="list-style-type: none"> Analysis of the use of faculty spaces prepared Q4/2021 Proposal for spatial modifications, time sharing of offices, home office created Q4/2022

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall Action Plan.

Free text maximum 1000 words

The OTM-R policy is currently not defined at the university or faculty level.

The recruitment process for academic and some non-academic job positions at FA MU is governed by the Regulations on Competitive Selection Procedures at MU. However, this university-wide regulation is rather of a general nature and does not cover all the requirements for OTM-R or faculty specifics and does not provide more detailed procedures for practice.

The shortcomings that resulted from the Gap Analysis and the OTM-R checklist are incorporated into the Action Plan in the form of the following measures:

- All MU faculties will cooperate with the MU Rector's Office on creating a university-wide OTM-R policy and updating the wording of the Regulations on Competitive Selection Procedures at MU.
- The recruitment process at FA MU will be revised and, in connection with the updated Regulations on Competitive Selection Procedures at Masaryk University, an internal methodology for the recruitment and selection of academic and non-academic positions at FA MU will be created, which will take into account the specifics of FA MU and provide practical instructions and recommendations for faculty practice.
- All employees involved in the recruitment process (members of selection committees, superior employees and other employees involved) will be trained in OTM-R recruitment.
- On the FA MU website, the tab "Job opportunities at FA MU" will be created to facilitate applicants' access to job vacancies at the faculty (thus far, vacancies can only be found via career page on the university's website, not the faculty one).
- A quality control system for the recruitment process and internal indicators will be set up, and a regular evaluation of the progress in achieving the OTM-R objectives will be introduced.
- At the faculty level, internal documents will be prepared (System of job positions and job titles FA MU and Career regulation FA MU), which will serve as information inputs for the recruitment and selection process.
- The rules for the employment, recruitment and career development of postdoctoral students at FA MU will be included in all the above-mentioned internal documents and procedures. Supporting materials for the promotion of postdoctoral positions will be created in the form of a separate page for postdoctoral positions on the faculty website and an information leaflet.
- An adaptation process for new employees following the recruitment process will also be introduced at FA MU.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL: ---

4. IMPLEMENTATION:

General overview of the expected implementation process:

<p>Free text maximum 1000 words</p> <p>The implementation phase follows the preparatory phase. All teams involved in the Gap Analysis and development of the Action Plan will continue to work together and fulfil their role as follows:</p> <p>The Steering Committee will meet quarterly and will be responsible for monitoring progress in implementing the Action Plan on the basis of defined indicators, deciding on more strategic issues, commenting on and approving drafts of new documents and activities and overseeing the coherence of implementation activities with other ongoing activities at FA MU and at MU. An important task of the Steering Committee members will also be to transfer some general topics beyond the specific issues of the FA MU to university-wide Working Groups or other boards to be dealt with at the university level.</p> <p>The Working Group will meet as needed and propose and discuss the form, details and continuity of the planned measures. It will also comment on and approve materials and actions proposed by the persons/offices responsible for each action of the Action Plan. As in the preparation phase, the Working Group members will transfer the “HR Award topics” to their departments and then bring feedback from their fellow researchers back to the Working Group.</p> <p>The Expert Team will participate in the preparation of drafts of new documents/actions according to the scope of activity of individual members. During the implementation of HRS4R, this team will primarily have an executive and implementation role in close cooperation with the closest HR Award team and the Working Group.</p> <p>The narrowest HR Award Team (HR Award Manager and HR Award Specialist) will organise and coordinate the responsible persons and departments activities set at FA MU in the Action Plan for individual events, as well as the activities of the Working Group. In cooperation with the Expert Team, they will prepare suggestions, proposals and comments of the Working Group (documents/actions). They will also submit progress reports, work schedules, and drafts of new documents/actions prepared for the Steering Committee, at least quarterly.</p> <p>In the Action Plan, we have included actions that we plan to implement in a period of four years, i.e. not only the priorities we want to cover by the end of 2022 (corresponding to a two-year period for internal evaluation for interim assessment), but also measures with deadlines by the end of the year 2024 (which fall into the next period after the internal evaluation). Many actions respond to multiple principles and contain several steps spread over a longer period of time. In addition, for several actions, we will first cooperate with the MU Rector’s Office on the design of university-wide measures and then implement follow-up steps and specifying measures at the faculty level. The reason for this procedure is the fact that in the preparatory phase, gaps were identified at the faculties in areas subject to central university regulation or requiring joint regulation (that will still allow faculties to develop the issue followingly according to their own needs - details on university-wide cooperation are described in the section "Additional remarks/comments on the proposed implementation process"). Some actions concern the implementation of system personnel processes, others less extensive actions responding to specific requirements from the Working Group.</p> <p>The aim of the whole Action Plan is to improve the conditions and working environment for researchers. Regarding ethics, the MU academic and professional employee code of ethics will be updated and we will realize an information campaign for all employees. At FA MU, we plan to hold regular workshops on ethical topics for researchers and to initiate negotiations aimed at developing the MU Research Ethics Committee activities on the basis of suggestions from the Working Group.</p> <p>In the area of personnel work at the FA MU, our priority is functioning and transparent processes, which requires the processing of their detailed description, good awareness of researchers and setting indicators for the continuous</p>
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evaluation of their effectiveness. First, we plan to create inputs at FA MU for most personnel processes in the form of the System of job positions and job titles FA MU and the Career regulation FA MU. Subsequently, FA MU will gradually develop individual personnel processes: first OTM-recruitment and selection, adaptation process, then a unified system of evaluation, training and development and supervision for early-stage researchers.

We will focus further attention on early-stage researchers by implementing actions in PhD studies area and in the field of conditions for postdoc positions.

We will work to improve the environment for researchers by creating a gender balance policy, developing a bilingual environment, improving the administrative support of researchers and improving the use of space at FA MU. We will start cooperating with the MU Rector’s Office to create a proposal for mediation services for employees.

During the preparation of the Gap Analysis, we found the low awareness of employees across many areas, to which we will respond through ongoing steps in the area of internal communication, but also by including key topics in training in the above-mentioned adaptation process and training and development system. The implementation of permanent training programmes will be preceded by pilot training events.

In addition to setting deadlines in the Action Plan, a Gantt chart has been developed which graphically shows the time course of the planned steps. The above-mentioned teams cooperating on the implementation will have access to the Gantt chart in electronic form, where the progress of the implementation of the Action Plan will be updated monthly.

In addition to the Action Plan, we will further promote the “HR Award topics” to the faculty public. In 2021, we plan to publish and distribute to our employees a brochure with more detailed information on implementation of HRS4R at FA MU. We will also continue the information campaign for researchers at the FA MU and seminars will take place on the Action Plan and the course of HRS4R implementation.

At the university level, information will be shared both through the management line and within the university-wide Working Group of HR Award Managers of all faculties and institutes. This Working Group cooperates with the aim of building professional network and sharing good practice not only with each other, but also outside the university.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Checklist	*Detailed description and duly justification
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p>Free text maximum 500 words</p> <p>The Steering Committee will meet quarterly and its main responsibility will be to monitor progress in implementing the Action Plan. The members of the committee will have access to the Gantt chart in electronic form, where the progress of the implementation of the Action Plan will be updated monthly.</p> <p>The role and activities of the Steering Committee are described in detail above, in Part 4 – Implementation.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>Free text maximum 500 words</p> <p>The Working Group, which was composed mainly of R1-R4-level researchers in a balanced number, based on gender balance and the representation of various departments of the FA MU, will continue to play an important role in the implementation process. The role and activities of the Working Group are described in detail above, in section 4 – Implementation.</p> <p>Special attention will be paid to the community of PhD students, so a researcher focused on the issue of PhD students is also a member of</p>

	<p>the Working Group and professional team. We will also follow the results of the planned questionnaire survey.</p> <p>In addition to the Working Group activities, a wider community of researchers will be included in the implementation process, through the provision of feedback, e.g. in the form of focus groups or questionnaire surveys. Informational seminars on the HRS4R Action Plan and implementation process will be held for all employees. We plan to publish and distribute a brochure with more detailed information on the HR Award to employees at FA MU. We add news to the HRS4R/HR Award website and there are contacts for members of the HR Award team included.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.</p>	<p>Free text maximum 500 words</p> <p>The HR Award project is given great attention at MU and FA MU. On 10 September 2020, FA MU Measure No. 18/2020 Implementation of HR Award – HRS4R Project was issued, in which the faculty management expresses their intention to implement the HRS4R as their strategic priority.</p> <p>MU and FA MU strategic plans for the years 2021–2028 are currently being prepared. They reflect the need for changes in connection with the implementation of HRS4R. FA MU has already included the implementation of HRS4R as one of the strategic goals in Part 4 - Personnel Management and Employee Development in its draft strategic plan for 2021–2028.</p> <p>The organisational standards of MU and FA MU are in their basis in accordance with HRS4R; no discrepancies between these two sets of organisational standards have been identified. In terms of the necessary adjustments, they will rather concern extending existing standards to support a more thorough implementation of HRS4R.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>Free text maximum 500 words</p> <p>The Gap Analysis and the Action Plan of FA MU are the result of the cooperation and agreement of several teams and are accepted and supported by them, which is a guarantee of the involvement of their members during the implementation of the proposed actions, when existing teams will continue with the same or similar employee composition.</p> <p>The responsible persons or offices are set out in the Action Plan for the implementation of individual actions. Their activities will be supported, organised and coordinated by the narrowest HR Award Team. The Working Group will first have a commenting and approval role, with the final word being had by the Steering Committee.</p>
<p>How will you monitor progress (timeline)?</p>	<p>Free text maximum 500 words</p> <p>A Gantt chart for monitoring the progress of the implementation of individual actions is prepared, which will be updated monthly. The proposed actions have their own indicators, the fulfilment of which will be monitored. Based on the fulfilment and development of the status of indicators, we will systematically review the suitability and</p>

	effectiveness of our approach to fulfilling the principles of the Charter and Code. In case of a threat to meeting the deadlines, we will classify the problematic point as a priority at the meeting of the Steering Committee, the cause of the delay will be identified and additional steps will be decided to support the implementation of this problematic point.
How will you measure progress (indicators) in view of the next assessment?	<p>Free text maximum 500 words</p> <p>The proposed actions have their own indicators, the fulfilment of which will be regularly monitored. Concerning the measurable indicators, their development will be regularly monitored and evaluated, including comparisons over time. We will set specific target values for individual measurable indicators for the monitored periods during the implementation of the action as one of its set steps. Feedback from employees regarding already implemented events will also serve as an important source of information.</p>

Additional remarks/comments about the proposed implementation process:

<p>Free text maximum 1000 words</p> <p>HRS4R AT THE MASARYK UNIVERSITY – THE FACULTY OF ARTS: BACKGROUND</p> <p>The Masaryk University (MU) is the second largest public university in the Czech Republic. At present, MU consists of ten faculties (and a number of other special-purpose departments), which deal with a number of areas of research in the humanities and natural sciences. The individual faculties represent independent economic units that manage the allocated funds from the central university budget according to the rules set out in the MU Statutes. They also have a high degree of autonomy in arranging employment relations. In their activities, the faculties are bound to the methodological management of the university, which they can supplement and implement according to their own specifics. Over 33,000 students study at MU – including approximately 2,800 PhD students in more than a thousand fields of study. The university has over 6,000 employees. The implementation of HRS4R at MU was started by the Faculty of Science (received HR Excellence in Research Award at the end of 2018) and the Central European Institute of Technology of Masaryk University - CEITEC MU (received HR Excellence in Research Award at the beginning of 2019). Based on consultations with the European Commission, other MU faculties and parts strive for HR Award certification and also implement HRS4R individually.</p> <p>HRS4R at MU is at several faculties, including the FA MU, a part of a broader project called Development of Human Resources and other strategic areas to support research at MU (HR4MUII), which is co-financed by the European Union. In the course of 2019, preparations took place at the affected parts of MU, consisting of staffing and raising awareness of HRS4R. The Faculty of Arts separated the HR Award Specialist from the existing HR Team and filled the newly-created position of HR Award Manager with an external candidate with senior experience in human resources. At the university level, a Working Group of HR Award Managers and other involved persons regularly met during 2019 and 2020. This Working Group met in coordination meetings aimed at sharing good practice and discussing topics that go beyond the faculty level and require a central solution at the university level.</p> <p>Furthermore, a number of awareness-raising workshops were held at the university level focused on the issue of the Charter and the Code principles and the implementation of HRS4R for the mentioned Working Group and other interested employees, including researchers.</p> <p>Individual faculties and university units involved in the group’s work nominated their internal experts to a special expert group set up to prepare a questionnaires asking researchers about their opinions on the state of the implementation of the 40 principles at the university, or at the faculty and university unit. At the beginning of 2020, the</p>
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general form of the questionnaire was handed over to representatives of faculties and university units for possible modification and use according to the specifics of faculties and university units.

In the autumn of 2019, informational meetings (presentations and discussions) on the topic of the HR Excellence in Research Award for all department heads were organised at FA MU, while informational meetings for all FA MU employees were organised at the beginning of 2020, who also received [a leaflet](#) with basic information on the HR Award.

FA MU expressed its agreement with the 40 principles of the Charter and Code and a commitment to implement these principles in the Endorsement letter sent to the European Commission on 2 December 2019; on the same day the European Commission accepted the letter. Project teams were set up – the Steering Committee, the Expert Team and the Working Group – and their activities were defined. In the course of 2020, the mentioned teams cooperated mainly on the creation of the Gap Analysis and the Action Plan. Within this cooperation, they also relied on detailed results of the HR Award questionnaire survey FA MU 2020 among researchers at FA MU held in February and March 2020. The results of the questionnaire survey will be presented to all researchers and other faculty staff together with the Action Plan at the end of the year 2020.