HRS4R Faculty of Science MU - ACTION PLAN 2025-2027
(HR Excellence in Research Award)

MUNI SCI | **hr** HR EXCELLENCE IN RESEARCH

#	Action Item	Action Item Detail	Original Action Plan	Status Renewal 2025	Responsible Unit	Current Status
24	Faculty Gender Equality Implementation Plan	Gender sensitivity and equality represent essential topics at the Faculty, as visible in Surveys 2020 and 2023, including but not only the importance of transparent personal evaluation in connection to remuneration. **Planned activities:** A. Cooperation in creation and implementation of the Gender Equality Plan at the university level and its projection to the Faculty level documentation. B. Inclusion of the Gender Equality concept in the Faculty Long-term Strategic Plan 2021+, increase of awareness, importance of PayGap topic, consideration of utilizing the Logib tool. C. The important topic of gender balance will be also partially solved by the OPZ+ project where we have received financial support, including the implementation of a second faculty gender audit, from which we will draw further concrete suggestions. The main focus will be on the management of maternity and parental leave and on flexible forms of work in general. Therefore, the item was extended and moved to the 2024-27 cycle with the intention of aligning with the university GEP implementation plan.	2020 - 24	Extended	Thematic Workgroup functional Vice-Dean for Quality HRA Dpt. RMU HRA HRA Work Group (Dpt. Heads) HRA Steering Committee (Dean's Board	**Current outputs of this item are** 1. University GEP: https://www.muni.cz/media/3371580/gender_equality_plan_mu_gep_mu_en.pdf 2. Website Gender and Sexual Harassment Prevention: https://www.sci.muni.cz/en/careers-at-the-sci-muni/ethics-at-the-workplace/gender-and-sexual-harassment-prevention 3. **100% faculty salaries analysed** within the Faculty Gender audit 2021 with no major finding in the area of a potential PayGap: https://www.sci.muni.cz/en/about-us/hrs4r/news/521104u-gender-audit-at-the-faculty-of-science-mu 4. **2024 re-audit:** The re-audit results showed a good level of gender equality at our faculty; however, the management of maternity and parental leaves requires further improvement. These measures are now being implemented as part of the OPZ+ program. 5. **2025 questionnaire survey** among employees under 45 and managers - outputs are being analysed
26	Communication of Career Development Rules	Improvement of awareness on career development paths at the Faculty and related communication. Employee Survey 2020 results show rather low awareness of the new Career Code and career development possibilities at the Faculty's workplaces. Survey 2023 again shows importance of removing barriers, importance of managerial roles in communication and necessary improvement of awareness. Based on the Survey 2023, this item is partially completed and therefore moved (extended) to the 2024-27 cycle, where we plan to expand it with the new European Competence Framework for Researchers.	2020 - 24	Extended	HRA Dpt HR Dpt. HRA Work Group (Dpt. Heads)	**Current outputs of this item are** 1. **Career Code Directive:** https://is.muni.cz/do/sci/normy/SM/SM19-02/?lang=en 2. Familiarity with the Career Code has **become part of the Onboarding process.** 3. **All employees have been made aware** of the Career Code.
33	Improvement of Working Conditions	Results of the 2020 and 2023 Surveys show significant interest in a **childcare facility**. There was a second facility close to the second city center Faculty location established by the university in addition to the Campus facility in 2021. However, in some instances, there appears to be negative feedback in relation to this (Elánek) childcare provider (price, lack of communication in English). As a solution, the university seeks an additional provider, also thanks to our Faculty input. As part of the opz+ project, we are planning to arrange short-term babysitting within the faculty, which would be very cost-effective. In this project we would also like to implement changing counters and a play area for children. Similarly to Survey 2020, there appears to be a request to **improve catering** on both Kotlářská and Campus premises in the Survey 2023. The Faculty will continue to monitor and provide feedback to the service providers. There was also the university survey conducted concerning satisfaction with catering all over the university, and we are awaiting related measurements. In Survey 2023, importance of **Work-life balance** appears. This topic is partially solved by the OPZ+ project (Flexible Working Culture, where we received project financial support). We are also adding Expanding **communication about opportunities to support researchers returning after career breaks** (e.g. Career Restart programme and others).	2020 - 24	Extended	Faculty Bursar HR Dpt. HRA Dpt.	**Current outputs of this item are** 1. One of the children's groups at Elánek already offers **communication in English.** 2. We also have a collaboration with Loučka, which **provides short-term childcare at a lower cost.** We continue to search for additional solutions, thanks in part to the OPZ+ project. 3. We are looking for a better solution. 4. **Evaluation on quality of catering is not improved yet.** 5. **MU measurements after Survey on quality of catering:** https://www.em.muni.cz/en/news/17158-canteens-to-offer-affordable-menus-priced-at-czk-85
34	Creation of an Offboarding Process	Formalizing **technical administration of employees leaving the Faculty.** Implementation of checklists - IT, security, facility, personnel department (exit interviews, attrition analysis).	2024 - 27	Will be completed by 6/2025	HRA Dpt. HR Dpt. IT Dpt. Facility Dpt.	**Indicators:** 1. [weblink to existing process document] 2. [# of leaving employees administered within the process] 3. [# of leaving employees within the first 12 months] 4. [# of employees leaving due to performance issues], 5. [exit interview feedback] Last 3 indicators were are reconsidering as they were not completed within AP 8 Onboarding Process
35	Review and update of the current Faculty Recruitment Policy and Recruitment Guideline	Survey 2023 shows, that satisfaction with the Dean's Office support and the efficiency of the process is relatively high, but the open answers contain a number of suggestions, especially regarding the admin support of the process. Planned actions: **Updating the process** according to the Survey outputs, the new university policy, new job advertisement structure on the Euraxess portal and according to ongoing proposals arising from practice. This point builds on completed AP4 OTM-R Policy and AP5 Recruitment Guideline SCI MUNI.	2024 - 27	Will be completed by 6/2025	HRA Dpt. HR Dpt. HRA Work Group (Dpt. Heads)	**Indicators:** 1. [weblink to updated OTM-R Policy], 2. [weblink to updated Recruitment Guideline] 3. [weblink to offboarding enquiry] **Current outputs:** 1. The review of materials has been completed. 2. An exit survey will be included as part of the offboarding process. 3. The comparison of job postings from MUNI and other institutions on the Euraxess portal will be completed by April 2025.
36	Review and update of the Onboarding Process	**Review and update of the current Onboarding Directive** so that the process description is fully compatible with the newly implemented eTool.	2024 - 27	Will be completed by 9/2025	HRA Dpt. HR Dpt. MU IT Dpt. (ÚVT)	**Indicators:** 1. [weblink to existing process document], 2. [% of newcomers administered using the Onboarding eTool]
37	Create Faculty Conflict Resolution Procedure	Based on the Survey 2023, respondents show little awareness of how to use the existing university process. From the answers, the occurrence of unethical behaviour at the Faculty is about 21% in the area of mobbing, bossing and discrimination. Planned activities: We plan to describe possible solutions at the Faculty level and follow up on the rights protection process at the university, improve the external website and create an "Ethics at the workplace" section on the Employee Portal (currently only on the external website). Work on the internal culture of the Faculty in terms of preventing conflicts. Campaign on the role of the university Ombudsperson and campaign on "How to prevent conflicts", ensure awareness on what is included under the unethical behaviour. This item builds on the completed AP16 Ombudsman.	2024 - 27	Will be completed by 12/2025	HR Dpt. Legal Dpt. HRA Dpt. Vice-Dean for Quality HRA Work Group (Dpt. Heads)	**Current outputs are:** 1. There was a campaign on the role of the MU ombudsman 2. Employees were educated on the concepts of unethical behaviour and this training became part of the onboarding process.
38	Establishing the Faculty LinkedIn profile	Improvement of the Faculty Employer Branding. This item builds on the completed AP14, External Communication. Planned activity is to establish and maintain the Faculty profile in an attractive way increasing good name of the Faculty.	2024 - 27	Will be completed by 6/2025	PR Dpt. Vice-Dean for External Relations	**Current outputs of this item are** 1. **LinkedIn:** https://www.linkedin.com/school/sci-muni/ 2. Faculty profile is "awake", need to agree on how to handle contributions and keep profile active.
41	Establishing a regular Newsletter offering training courses	**Introducing a regular Newsletter offering training courses** for the Faculty employees and PhD students. Based on the Survey 2023, respondents most often learn about training offerings through emailing (44%) and newsletters (36%). This action will build on the completed AP23, Training and Development Guidelines. The Newsletter with training offerings will be introduced as a regular part of the Faculty-wide Newsletter plus the functionality of setting up alerts for news from the Training and Development section of the Employee Portal will be added. We will propose to add links to other thematic Newsletters targeting specific groups to the Faculty-wide Newsletter.	2024 - 27	In progress	HR Dpt. (Training Specialist) HRA dpt. PR Dpt.	**Indicators:** [T&D section of the Newsletter published at minimum quarterly]
42	Review and re-promote usage of English	Survey 2023 shows partial dissatisfaction of the international staff with availability of English translations of administrative documents. Also, lack of information in English at the departments was highlighted again in the Training Needs Analysis section, the requirement for language courses stands out strongly, the same appears in the development section of the Evak evaluation. Planned activities: We plan to complete translations of the relevant forms of the economic and personnel department. Introduce the obligation of bilingual websites of the departments. Analyse who needs English language courses, i.e., what types of positions, what target level of English would be required etc. Based on the analysis, update the language training concept in the Faculty of Training and Development Guidelines, and prioritise English for administrative staff. Identify an English communication officer(s) in each department of the Dean's Office (International Staff Contact Points). This item builds on completed AP6 Usage of English.	2024 - 27	In progress	HRA Dpt. Faculty Bursar	**Indicators:** [better evaluation expressed in the Employee Survey in 2027] **Current output:** We are constantly continuing the **process of translating forms**
43	Creation of a Leadership Skills Development Concept	Create and offer to the interested parties, as a concept for development of leadership skills, an optional tool to complement the competencies of supervisors. Survey 2023 shows that there is a need to focus more on the quality of management. This was an item also in the original 2018 action plan that was implemented in a partial manner; now we plan to prepare a central concept for leadership development in the areas of management skills and HR management, including a focus on evaluators in the employee evaluation (appraisals), departmental budgeting rules, etc. This item builds on completed AP23 Training and Development Guidelines.	2024 - 27	In progress	HR dpt. HRA dpt. MU Competence Development Centre (CERPEK)	**Indicators:** 1. [Concept of a Training program in place], 2. [# of supervisors and highpotentials trained within the training program]
44	HRS4R/HR Excellence in Research Awareness	Increase awareness about benefits of the HR Excellence in Research Award and the new Faculty HR strategy. Survey 2023: Compared to 2020, the data shows a general decrease in awareness of the project, especially with international staff. We plan to create an info section in the Employee Portal, also consider flyers and video. Increase awareness about the support provided by the HR Award Office and Personnel Office. Communicate properly reduction of the administrative burden arising from introducing new processes where this would be the case, and explain benefits of the newly introduced processes, i.e. administrative steps, as new management tools to improve quality of management. Work on the internal Faculty culture.	2024 - 27	In progress	HRA Dpt. PR Dpt	**Indicators:** [better evaluation expressed in the Employee Survey in 2027]
45	Identification of opportunities for reducing the administrative burden	Explore space for reducing the administrative burden of departments and workplaces. Survey 2023 shows recurrent complaints about the administrative burden accompanying the new HR processes. This topic is related to AP17 above (HRS4R/HR Excellence in Research Awareness). Planned activities: We are fully committed to the ongoing digitalization process and simplifying all administrative agendas where possible. We will also concentrate on better use of administration personnel at the department level while identifying opportunities where administration duties can be delegated to appropriate support personnel. These will be based on the organizational set up and direct decisions of individual departments' heads.	2024 - 27	In progress	HR Dpt. Legal Dpt. Faculty Bursar HRA Dpt. HRA Work Group (Dpt. Heads)	**Indicators:** 1.[Report containing identified opportunities in place], 2. [Proposal of identified measurements - process changes in place] (e.g. utilization of existing eTool, Inet application for approving and electronic signing of documents) 3. [# of employees trained on existing administrative eTools]