

HRS4R Faculty of Science MU - ACTION PLAN 2018-2027  
(HR Excellence in Research Award)



#	Action Item	Action Item Detail	Original Action Plan	Status Renewal 2025	Responsible Unit	Current Status
1	Role system (System of Positions and Job Titles)	Implementation of a Faculty Role system (Role systemization), including related job descriptions and competency models as a basic pillar for multiple stages of the employee life cycle, using also the European Framework for Research Careers, which identifies both necessary and desirable competencies for each of the four broad profiles for researchers (R1 to R4). The new Faculty Role system will enable: * Transparent recruitment, candidate evaluation and its formalization. * Structured employee evaluation. * Employee training and development. * Considering additional organizational level and consequently sub-department lead role to be added to the departmental organizational structure.	2018 - 27	COMPLETED	HRA Dpt. HR Dpt. HRA Work Group (Dpt. Heads)	Current outputs of this item are 1. 95% positions with job descriptions in place and we are still proceeding 2. Directives for the systematization of roles: <a href="https://is.muni.cz/da/sci/normy/SM/SM19-01/">https://is.muni.cz/da/sci/normy/SM/SM19-01/</a> 3. Promotion: <a href="https://www.sci.muni.cz/clanky/pracujeme-na-udzeni-hr-award-the-hr-award-sustainability-progress">https://www.sci.muni.cz/clanky/pracujeme-na-udzeni-hr-award-the-hr-award-sustainability-progress</a>
2	Career Code	Creation of a Faculty Career Code, built on the new Faculty Role system and allowing individual departments to add their specifics in their departmental operational procedures, containing: * Career development paths, presented on the Faculty Career page, and being referenced from a job advertisement. * Rules for granting unlimited contracts, and for limited contracts the aim to provide the longest contract duration (3 yrs.) possible with respect to existing project financing condition. * Mandatory mobility aspects. * Appointment of Faculty Career Advisor role, ensuring access to the career advice. * Specification of both research and teaching as competencies for individual roles.	2018 - 27	COMPLETED	HRA Dpt. HR Dpt. HRA Work Group (Dpt. Heads)	Current outputs of this item are 1. 100% research positions with career path description in place 2. Guideline for Career Code: <a href="https://is.muni.cz/da/sci/normy/SM/SM19-02/">https://is.muni.cz/da/sci/normy/SM/SM19-02/</a> 3. Promotion: <a href="https://www.sci.muni.cz/clanky/pracujeme-na-udzeni-hr-award-the-hr-award-sustainability-progress">https://www.sci.muni.cz/clanky/pracujeme-na-udzeni-hr-award-the-hr-award-sustainability-progress</a>
3	Employee Evaluation/Appraisal System	Implementation of a new Faculty Employee Evaluation/Appraisal System, containing: * Framework for setting evaluation targets for individuals - public engagement activities, research/teaching targets, leadership and mentoring targets etc. and employee evaluation against targets. * Presence of international evaluators for senior researchers. * Specification of rules for motivation bonus (variable pay).	2018 - 27	COMPLETED	HRA Dpt. HR Dpt. HRA Work Group (Dpt. Heads)	Current outputs of this item are 1. Directives for Employee Evaluation: <a href="https://is.muni.cz/da/sci/normy/SM/SM20-05/?lang=en">https://is.muni.cz/da/sci/normy/SM/SM20-05/?lang=en</a> 2. Guideline for evaluators: <a href="https://is.muni.cz/napoveda/komunikace/evakhodnotitel?lang=en;cop=2690054">https://is.muni.cz/napoveda/komunikace/evakhodnotitel?lang=en;cop=2690054</a> 3. Guideline for those who are evaluated: <a href="https://is.muni.cz/napoveda/komunikace/evak?lang=en;cop=2690054">https://is.muni.cz/napoveda/komunikace/evak?lang=en;cop=2690054</a> 4. Circa 900 employees yearly evaluated against targets 5. Sharing best practices: <a href="https://www.sci.muni.cz/en/about-us/hr4r/news/the-faculty-of-sciences-employee-evaluation-left-a-strong-impression-at-the-resilience-leadership-in-academia-symposium">https://www.sci.muni.cz/en/about-us/hr4r/news/the-faculty-of-sciences-employee-evaluation-left-a-strong-impression-at-the-resilience-leadership-in-academia-symposium</a>
4	OTM-Recruitment Policy	Creation and implementation of the Faculty OTM-Recruitment Policy applicable for recruitment of both academic and non-academic positions including: * Specification of responsibilities for the Faculty recruitment process. * Rules for appointment of a selection committees according to the type and character of positions and committee composition (e.g. recommendations for gender balance and diversity, expertise of the members, voting rights, presence of external/international members, career breaks in the CV, seniority etc.). * Rules for candidate evaluation within the selection. * Concept of internal recruitment. * Publishing the policy using the Faculty communication system.	2018 - 27	COMPLETED	HRA Dpt. HR Dpt. HRA Work Group (Dpt. Heads)	Current outputs of this item are 1. Directives for recruitment policy: <a href="https://is.muni.cz/da/sci/normy/SM/SM19-03/">https://is.muni.cz/da/sci/normy/SM/SM19-03/</a> 2. 100% of informed applicants 3. 100% staff informed 4. Channels for job posting internal, Repository for Assessors 5. Web link Euraxess: <a href="https://euraxess.ec.europa.eu/partnering/organisations/profile/32325">https://euraxess.ec.europa.eu/partnering/organisations/profile/32325</a> 6. We are collecting the hiring mng feedback through the Employee Questionnaire (2020, 2023) 7. [successful candidate feedback] - this indicator will be implemented on 5/2025 as a part of updated Recruitment policy and guidelines
5	OTM-Recruitment Process (Guidelines)	Creation and implementation of the OTM-Recruitment Process (Guidelines), both for external and internal hiring, as a practical methodology and helpful framework, including: * Detailed recruitment process description. * Guidelines and templates for external and international job posting. * List of recruitment channels and sources. * Templates for transparent candidate evaluation (interview feedback form), antidiscrimination list of questions (what to ask and not to ask at the interview). * Templates for situational communication with candidates.	2018 - 27	Completed	HRA Dpt. HR Dpt. HRA Work Group (Dpt. Heads)	Current outputs of this item are 1. Directives for recruitment policy: <a href="https://is.muni.cz/da/sci/normy/SM/SM19-03/">https://is.muni.cz/da/sci/normy/SM/SM19-03/</a> 2. 100% of informed applicants 3. 100% staff informed 4. Channels for job posting internal, Repository for Assessors 5. Web link Euraxess: <a href="https://euraxess.ec.europa.eu/partnering/organisations/profile/32325">https://euraxess.ec.europa.eu/partnering/organisations/profile/32325</a> 6. We are collecting the hiring mng feedback through the Employee Questionnaire (2020, 2023) 7. Promotion: <a href="https://www.sci.muni.cz/clanky/hr-ramci-projektu-hr-award-zavodime-dobri-novinky-v-oblasti-pece-o-zaměstnávce-na-přirodovědecké-fakultě-mu">https://www.sci.muni.cz/clanky/hr-ramci-projektu-hr-award-zavodime-dobri-novinky-v-oblasti-pece-o-zaměstnávce-na-přirodovědecké-fakultě-mu</a> 8. [successful candidate feedback] - this indicator will be implemented on 5/2025 as a part of updated Recruitment policy and guidelines
6	Usage of English	Translation of all relevant Faculty/University documents, websites and employee mandatory training into English, installed with a rule of "Only Czech/English communication to all employees and faculty relevant regulations to be issued from January 2019", and ongoing for all new relevant documents and communication, also in line with planned University language policy. Onwards for all new official documents, backwards for old relevant documents.	2018 - 27	COMPLETED /Ongoing	HRA Dpt.	Current outputs of this item are 1. 95% of relevant documents in English 2. 30% of trainings organized by the Faculty were in English. Participation of international staff registered to the training appeared to be an issue. 3. Promotion: <a href="https://www.sci.muni.cz/en/about-us/hr4r/news/workshops-for-international-employees-of-faculty-of-science-mu">https://www.sci.muni.cz/en/about-us/hr4r/news/workshops-for-international-employees-of-faculty-of-science-mu</a> <a href="https://www.sci.muni.cz/en/about-us/hr4r/news/career-development-workshops-for-phd-students-and-postdoctoral-fellows-of-mu-faculty-of-science">https://www.sci.muni.cz/en/about-us/hr4r/news/career-development-workshops-for-phd-students-and-postdoctoral-fellows-of-mu-faculty-of-science</a> <a href="https://www.sci.muni.cz/en/about-us/hr4r/news/hr-award-information-sessions-for-employees-and-phd-students-of-faculty-of-science-mu">https://www.sci.muni.cz/en/about-us/hr4r/news/hr-award-information-sessions-for-employees-and-phd-students-of-faculty-of-science-mu</a> <a href="https://www.sci.muni.cz/en/about-us/hr4r/news/faculty-of-science-mu-organized-hr-award-renewal-workshop-led-by-many-state-organ-from-university-college-cork">https://www.sci.muni.cz/en/about-us/hr4r/news/faculty-of-science-mu-organized-hr-award-renewal-workshop-led-by-many-state-organ-from-university-college-cork</a>
7	Code of Ethics	Creating a Code of Ethics for the FoS, expanding the University's Code, to focus on principles of the HRS4R.	2018 - 27	COMPLETED	Legal Dpt.	Current outputs of this item are 1. Code of Ethics Directive: <a href="https://is.muni.cz/da/sci/normy/SM/SM18-01/">https://is.muni.cz/da/sci/normy/SM/SM18-01/</a> 2. Website: <a href="https://www.sci.muni.cz/en/careers-at-the-sci-muni/ethics-at-the-workplace/code-of-ethics">https://www.sci.muni.cz/en/careers-at-the-sci-muni/ethics-at-the-workplace/code-of-ethics</a> 3. Promotion: <a href="https://cdn.muni.cz/media/3115445/hr-award-update-employees-sci-mu_eng_201218_final.pdf">https://cdn.muni.cz/media/3115445/hr-award-update-employees-sci-mu_eng_201218_final.pdf</a> <a href="https://www.sci.muni.cz/newsletter/archiv/2018-03-sci-newsletter">https://www.sci.muni.cz/newsletter/archiv/2018-03-sci-newsletter</a> 4. 100% of employees informed 5. New Code of Ethics MU 2024: <a href="https://www.muni.cz/en/about-us/official-notice-board/mu-code-of-ethics">https://www.muni.cz/en/about-us/official-notice-board/mu-code-of-ethics</a>
8	Onboarding Process	Implementation of an Onboarding process as a phase following the Recruitment process in the Employee Life Cycle, including: * Guidelines (handbook) for new employees. * Training of new employees in ethical and professional aspects of research, intellectual property rights, co-authorship and H&S. * Official mentor assignment to a new employee and related actions. * Establishing a new employee/hiring manager (supervisor) feedback mechanism.	2018 - 27	COMPLETED	HRA Dpt. HRA Work Group (Dpt. Heads) RMU HR Dpt. RMU IT Dpt.	Current outputs of this item are 1. Onboarding Process Directive: <a href="https://is.muni.cz/da/sci/normy/SM/SM20-05/?lang=en">https://is.muni.cz/da/sci/normy/SM/SM20-05/?lang=en</a> 2. 100% of new employees trained 3. The process is in effect at 15 of the 16 institutes and sites and we continue to move forward 4. Employee Handbook: <a href="https://is.muni.cz/da/sci/normy/SM/SM20-05/SM_5_2020_EN_Attachment_4_Handbook_for_Employees_SCI_MU.pdf">https://is.muni.cz/da/sci/normy/SM/SM20-05/SM_5_2020_EN_Attachment_4_Handbook_for_Employees_SCI_MU.pdf</a> 5. successful candidate feedback after a trial period, in relation to implementation of the application 6. [# of employees leaving within the first 12 months] 7. [# of employees leaving due to performance issues], 8. [exit interview feedback] Last 3 indicators were not implemented due to operational reasons and will be reconsidered within the new AP 34 Onboarding process
9	eLearning on ethical and professional principles	Implementation of Refresher eLearning in ethical and professional aspects of research, intellectual property rights, co-authorship.	2018 - 27	COMPLETED	HR Dpt. HRA Dpt. Faculty IT Dpt. RMU IT Dpt.	Current outputs of this item are 1. 100% of employees trained. 2. The eLearning became part of the onboarding at SCI MUNI. Existing staff have also been invited to complete this eLearning. 3. Onboarding Directive: <a href="https://is.muni.cz/da/sci/normy/SM/SM20-05/?lang=en">https://is.muni.cz/da/sci/normy/SM/SM20-05/?lang=en</a>
10	eLearning tool	Implementation of eLearning tool allowing systematic and efficient onboarding and refresher training.	2018 - 27	COMPLETED /Ongoing	HR Dpt. HRA Dpt. Faculty IT Dpt. RMU IT Dpt.	Current outputs of this item are 1. 100% of employees have eLearnings available and it is a usual practice 2. Promotion: <a href="https://www.sci.muni.cz/en/current-news/great-news-osh-and-fp-e-learning-available-in-is">https://www.sci.muni.cz/en/current-news/great-news-osh-and-fp-e-learning-available-in-is</a> <a href="https://portal.muni.cz/sci/vo-mne/podpora/oddeleni-informacnich-o-komunikacnich-technologiich-skoleni">https://portal.muni.cz/sci/vo-mne/podpora/oddeleni-informacnich-o-komunikacnich-technologiich-skoleni</a> <a href="https://portal.muni.cz/sci/employees/personal/education-and-development">https://portal.muni.cz/sci/employees/personal/education-and-development</a> 3. Repository for Assessors
11	Health and Safety training and documentation process	Implementation of the Faculty Occupational Health and Safety training and documentation process.	2018 - 27	COMPLETED	H&S Dpt. Legal Dpt. HR Dpt. HRA Work Group (Dpt. Heads)	Current outputs of this item 100% of employees trained in obligatory OHS 2. OHS Directive: <a href="https://is.muni.cz/da/sci/normy/SM/SM20-04/">https://is.muni.cz/da/sci/normy/SM/SM20-04/</a> 3. Promotion: <a href="https://www.sci.muni.cz/en/current-news/great-news-osh-and-fp-e-learning-available-in-is">https://www.sci.muni.cz/en/current-news/great-news-osh-and-fp-e-learning-available-in-is</a>
12	Information Security process	Implementation of the Faculty Information Security process for data management, data back-up and document management guideline.	2018 - 27	COMPLETED	Faculty IT Dpt. HRA Dpt. Legal Dpt.	Current outputs of this item are 1. The directive was published and implemented, training on the directive was delivered. 2. Security Policy Directive: <a href="https://is.muni.cz/da/sci/normy/SM/SM23-01/">https://is.muni.cz/da/sci/normy/SM/SM23-01/</a> - Internal document, Repository for Assessors 3. Promotion: <a href="https://www.sci.muni.cz/en/current-news/new-information-security-policy-at-the-sci-muni">https://www.sci.muni.cz/en/current-news/new-information-security-policy-at-the-sci-muni</a> <a href="https://www.sci.muni.cz/en/employee-newsletter/archiv-1/2023-04-sci-newsletter-pro-zamestnávce">https://www.sci.muni.cz/en/employee-newsletter/archiv-1/2023-04-sci-newsletter-pro-zamestnávce</a>
13	Improvement of Internal Communication	Improvement of the Faculty Internal Communication: * Implementation of the Faculty Intranet, section supporting administration processes, HR (My HR portal) and research project administration, including: - internal Career Advice site, which will contain basic career advisory, important info and reference containing references to the University Career Center, all Faculty vacancies, and also reference to external research opportunities presented by the Czech recruitment engine ResearchJobs.cz. - section on available trainings related to researcher competency building, also available in English. * Implementation of the Faculty periodic newsletter, bringing faculty core information, information related to strategic goals, and containing "successful women" section. * Implementation of intradepartmental communication framework, so that employees and doctoral students are updated on strategic plans and status of projects, on project administration methodology and targets.	2018 - 27	COMPLETED /Ongoing	HRA Dpt. HR Dpt. PR Dpt. HRA Steering Committee (Dean's Board)	Current outputs of this item are 1. HR part of the faculty section of the Employee Portal up-to-date: <a href="https://portal.muni.cz/">https://portal.muni.cz/</a> 2. Implemented rule for bilingual internal communication to all employees. 3. 100% of employees informed 4. Promotion: <a href="https://www.sci.muni.cz/en/newsletters">https://www.sci.muni.cz/en/newsletters</a> <a href="https://www.sci.muni.cz/en/all-events">https://www.sci.muni.cz/en/all-events</a> <a href="https://www.sci.muni.cz/en/current-news/launch-of-the-muni-employee-portal">https://www.sci.muni.cz/en/current-news/launch-of-the-muni-employee-portal</a> <a href="https://www.sci.muni.cz/en/about-us/hr4r/news/mu-application-regulations-agreement">https://www.sci.muni.cz/en/about-us/hr4r/news/mu-application-regulations-agreement</a> , <a href="https://www.sci.muni.cz/en/current-news/hr-excellence-in-research-sci-muni-hr-award-in-2022">https://www.sci.muni.cz/en/current-news/hr-excellence-in-research-sci-muni-hr-award-in-2022</a>
14	Improvement of External Communication	Improvement of the Faculty's External Communication & Employer Branding: * Creation of a new complex Faculty website including a Faculty Career page, containing containing success stories of the Faculty alumni and Successful women section. * Creation of a Faculty Communication plan, including public engagement activities department wise.	2018 - 27	COMPLETED /Ongoing	PR Dpt. HRA Dpt. HRA Steering Committee (Dean's Board)	Current outputs of this item are 1. Web <a href="https://www.sci.muni.cz/en">https://www.sci.muni.cz/en</a> <a href="https://www.sci.muni.cz/en/careers-at-the-sci-muni">https://www.sci.muni.cz/en/careers-at-the-sci-muni</a> <a href="https://www.sci.muni.cz/en/all-events">https://www.sci.muni.cz/en/all-events</a> 2. Web site visit rate. Repository for assessors 3. Promotion <a href="https://www.linkedin.com/school/sci-muni/">https://www.linkedin.com/school/sci-muni/</a>

15	Educational concept for Early stage researchers – Ph.D. students and Postdoctoral research fellows	<p>Implementation of an educational concept for Early stage researchers – Ph.D. students and Postdoctoral research fellows:</p> <ul style="list-style-type: none"> <li>• <b>Postdoctoral research fellows:</b> Development of a dedicated internal concept for attracting, hiring, onboarding and career development of postdoctoral researcher fellows with focus on incoming/international researchers (dedicated web, information flyer, training).</li> <li>• <b>Doctoral students:</b> Development and implementation of a concept for education (Doctoral school), mentoring and personal development of doctoral (Ph.D.) students, including preparation of guidebooks for Ph.D. students, supervisors, heads of Ph.D. programmes and other stakeholders; system of continuous trainings as well as preparation of a follow-up support for further career development after graduation, including "how to write a scientific publication" training.</li> </ul>	2018 - 27	COMPLETED	<p>Thematic Workgroup functional HRA Dpt. Vice-Dean for Science, Research, Foreign Relations, and Doctoral Studies HRA Work Group (Dpt. Heads)</p>	<p>Current outputs of this item are</p> <ol style="list-style-type: none"> <li>1. Development for Early Stage Researchers Directive: <a href="https://www.sci.muni.cz/uh/uh/sci/normy/DS/rozsv_vedec_strategy_researchers/">https://www.sci.muni.cz/uh/uh/sci/normy/DS/rozsv_vedec_strategy_researchers/</a></li> <li>2. 100% PhD students and PostDocs receive all training offers - have opportunity to be trained</li> <li>3. Website: <a href="https://www.sci.muni.cz/en/research/postdoc">https://www.sci.muni.cz/en/research/postdoc</a></li> <li>4. Courses for PhD students: <a href="https://www.sci.muni.cz/predmet/ici/E0402?lang=en&amp;obdobu=7984">https://www.sci.muni.cz/predmet/ici/E0402?lang=en&amp;obdobu=7984</a></li> <li>5. Event - PhD Day: <a href="https://www.sci.muni.cz/en/students/phd/develop-your-skills/phd-day">https://www.sci.muni.cz/en/students/phd/develop-your-skills/phd-day</a></li> <li>6. PhD Guide: <a href="https://www.sci.muni.cz/uh/sci/web/kcd/manualy/Guide_to_PhD_SciMuni.pdf">https://www.sci.muni.cz/uh/sci/web/kcd/manualy/Guide_to_PhD_SciMuni.pdf</a></li> <li>7. Office for Doctoral Studies: <a href="https://www.sci.muni.cz/en/students/phd/contacts">https://www.sci.muni.cz/en/students/phd/contacts</a></li> <li>8. Promotion: <a href="https://www.sci.muni.cz/uh/uh/sci/normy/DS/rozsv_vedec_strategy_researchers/">https://www.sci.muni.cz/uh/uh/sci/normy/DS/rozsv_vedec_strategy_researchers/</a></li> <li>9. Flyer - <a href="https://www.sci.muni.cz/uh/uh/sci/web/HRA/hystudy_hrs4_-_dokumenty_cz/hystudy_hrs4_sci_mu_-_verzejelaLETMA_posidoc_rev_2021218.pdf">https://www.sci.muni.cz/uh/uh/sci/web/HRA/hystudy_hrs4_-_dokumenty_cz/hystudy_hrs4_sci_mu_-_verzejelaLETMA_posidoc_rev_2021218.pdf</a></li> </ol>
16	Ombudsman role	<p>Establishing a Faculty Ombudsman role and procedure to create an independent channel for reporting and solving eventual ethical and discrimination issues, complaints, disputes and people issues, and also for gender and diversity advisory, in addition to the University bodies.</p>	2018 - 27	COMPLETED	<p>Legal Dpt. HRA Dpt. HRA Dpt. Vice-Dean for Quality HRA Steering Committee (Dean's Board)</p>	<p>Current outputs of this item are</p> <ol style="list-style-type: none"> <li>1. Faculty is using the newly established university role of Ombudsman: <a href="https://www.muni.cz/en/about-us/official-notice-board/protection-of-rights">https://www.muni.cz/en/about-us/official-notice-board/protection-of-rights</a></li> <li>2. 100% staff informed - University-wide communication: <a href="https://www.muni.cz/pro-melaj/kislove-zpravy/ombudsmanika-masarykovy-univerzity-bylo-jmenovano-pravnicka-evajansovicova">https://www.muni.cz/pro-melaj/kislove-zpravy/ombudsmanika-masarykovy-univerzity-bylo-jmenovano-pravnicka-evajansovicova</a></li> <li>3. MU has network of contact persons for cases of inappropriate behaviour: <a href="https://www.em.muni.cz/en/news/17014-mu-has-network-of-contact-persons-for-cases-of-inappropriate-behaviour">https://www.em.muni.cz/en/news/17014-mu-has-network-of-contact-persons-for-cases-of-inappropriate-behaviour</a></li> <li>4. Principles for protection of rights at MU and how to submit complaints: <a href="https://www.muni.cz/en/news/17010-principles-for-protection-of-rights-at-mu-and-how-to-submit-complaints">https://www.muni.cz/en/news/17010-principles-for-protection-of-rights-at-mu-and-how-to-submit-complaints</a></li> <li>5. Conflict resolution and protection of rights: <a href="https://www.sci.muni.cz/en/careers-at-the-sci-muni/ethics-at-the-workplace/ombudsman-at-the-sci-muni">https://www.sci.muni.cz/en/careers-at-the-sci-muni/ethics-at-the-workplace/ombudsman-at-the-sci-muni</a></li> <li>6. PhD Ombudsman for study affairs: <a href="https://www.sci.muni.cz/en/careers-at-the-sci-muni/ethics-at-the-workplace">https://www.sci.muni.cz/en/careers-at-the-sci-muni/ethics-at-the-workplace</a></li> <li>7. Office for Academic Affairs: <a href="https://www.sci.muni.cz/en/students/phd/contacts">https://www.sci.muni.cz/en/students/phd/contacts</a></li> <li>8. Ombuds already dealing with first cases: <a href="https://www.em.muni.cz/en/news/17008-ombuds-already-dealing-with-first-cases">https://www.em.muni.cz/en/news/17008-ombuds-already-dealing-with-first-cases</a></li> <li>9. 100% complaints solved within deadlines given by the new university directive Protection of rights: <a href="https://www.muni.cz/uh/uh/sci/normy/DS/rozsv_vedec_strategy_researchers/">https://www.muni.cz/uh/uh/sci/normy/DS/rozsv_vedec_strategy_researchers/</a></li> <li>10. The Faculty maintains a Case tracker owned by the Faculty Lawyer.</li> </ol>
17	Competency building for support staff	<p>Competency building for support staff:</p> <ul style="list-style-type: none"> <li>• Implementation of an initial and refresher advanced recruitment techniques and process training for involved staff, including social media utilization &amp; active sourcing etc., also in eLearning form.</li> <li>• Ensuring ability to provide services in English - Enhancement of English courses for the support staff, focused on conversation and expertise.</li> <li>• Implementation of soft skill training in cultural and gender diversity and generation specifics.</li> <li>• HR techniques and strategies: Talent management, Employer branding, Analytics &amp; Reporting (e.g. recruitment cost and efficiency).</li> <li>• Usage of enhanced existing IS/IT tools.</li> </ul>	2018 - 27	COMPLETED	<p>HRA Dpt. HR Dpt. HRA Work Group (Dpt. Heads), Usage of external trainers</p>	<p>Current outputs of this item are</p> <ol style="list-style-type: none"> <li>1. There were training sessions for support staff (excel, recruitment process and techniques, leadership skills)</li> <li>2. Approximately 15% of support staff was trained, including supervisors</li> <li>3. Feedback on the training is mostly positive, participants are contacted after each part of the training, most participants rate the training as useful, they are satisfied with the quality of the information and use it in their practice</li> <li>4. Promotion: <a href="https://www.sci.muni.cz/en/about-us/hrsr/news/faculty-training-on-how-to-select-and-hire-new-colleagues">https://www.sci.muni.cz/en/about-us/hrsr/news/faculty-training-on-how-to-select-and-hire-new-colleagues</a></li> <li>5. Management skills training sessions for supervisors of the faculty of science-mu <a href="https://www.sci.muni.cz/en/current-news/development-training-for-supervisors-of-the-faculty-of-science-mu">https://www.sci.muni.cz/en/current-news/development-training-for-supervisors-of-the-faculty-of-science-mu</a></li> </ol>
18	Competency building for senior researchers	<p>Competency building for senior researchers:</p> <ul style="list-style-type: none"> <li>• Leadership training for senior researchers, managers and senior researchers, including mentoring, coaching and communication skills, time management, cultural and gender diversity generation specifics.</li> <li>• Mentoring competency building to be supported by cooperation with the Czech representation of European Network of Mentoring Programmes for the Advancement of Equal Opportunities and Cultural and Institutional Change in Academia and Research (<a href="https://www.eunet-net.eu/">https://www.eunet-net.eu/</a>)</li> <li>• Leadership training to be provided in appropriate form and using professional experienced and mature lecturer, who would be respected by senior researchers.</li> <li>• HR minimum for senior researchers (HR Academy).</li> </ul>	2018 - 27	COMPLETED	<p>HRA Dpt. HR Dpt. HRA Work Group (Dpt. Heads), Usage of external trainers</p>	<p>Current outputs of this item are</p> <ol style="list-style-type: none"> <li>1. A total of 14 development trainings for managers and senior researchers were held (management skills, cultural differences, gender, negotiation, labour law)</li> <li>2. Approximately 80% of managers and senior researchers were trained.</li> <li>3. Feedback on the training is mostly positive, participants are contacted after each part of the training, most participants rate the training as useful, they are satisfied with the quality of the information and use it in their practice</li> <li>4. Promotion: <a href="https://www.sci.muni.cz/en/about-us/hrsr/news/faculty-training-on-how-to-select-and-hire-new-colleagues">https://www.sci.muni.cz/en/about-us/hrsr/news/faculty-training-on-how-to-select-and-hire-new-colleagues</a></li> <li>5. Management skills training sessions for supervisors of the faculty of science-mu <a href="https://www.sci.muni.cz/en/current-news/development-training-for-supervisors-of-the-faculty-of-science-mu">https://www.sci.muni.cz/en/current-news/development-training-for-supervisors-of-the-faculty-of-science-mu</a></li> </ol>
19	Review and adjustment of existing university IS/IT tools and identifying new HR Process areas for digitalization	<p>Decrease of administrative burden by reviewing existing university IS/IT tools:</p> <ul style="list-style-type: none"> <li>• Adjustment of internal university eRecruitment tool, so that its full functionality is utilized (e.g. data collection, automatic feedback etc.).</li> <li>• Ensure IT-IS tools are further developed and configured so that they allow utilization of all existing functionalities: University applications on the internal systems (INET, IS), University HR system (Magion) and others.+D25:E25</li> </ul>	2018 - 27	COMPLETED	<p>HRA Dpt. HR Dpt. Faculty IT Dpt. RMU IT Dpt.</p>	<p>Current outputs of this item are</p> <p>There were enormous efforts conducted in improvement and enhancement of the eTools with the aim to decrease the admin burden and make the HR processes more transparent and efficient, through newly established university wide workgroups where we played active role on behalf of the Faculty.</p> <ol style="list-style-type: none"> <li>1. (web link) - print screens in Repository for Assessors from Inet - Jobs.MU, Onboarding, IS - Evak, Regulation Agreement application</li> <li>2. 80% of recruitment process covered by the eRecruitment Tool</li> <li>3. 100% vacancies go through the eRecruitment Tool</li> <li>4. Hiring manager feedback this indicator will be implemented on 5/2025 as a part of updated recruitment policy and Guidelines</li> <li>5. 100% informed applicants based on the process which is fully adhered to</li> <li>6. Three tools are reconfigured: Inet - Jobs.MU, Onboarding, IS - Evak, Regulation Agreement application (allowing the faculty to make all employees familiar with new procedures and processes in monitorable and documented manner)</li> <li>7. Promotion: <a href="https://www.sci.muni.cz/en/about-us/hrsr/news/mu-application-regulations-agreement">https://www.sci.muni.cz/en/about-us/hrsr/news/mu-application-regulations-agreement</a></li> </ol>
20	Employee and PhD Student Satisfaction Survey	<p>Implementation of Faculty Employee Satisfaction Survey, in the end of the Revised Action Plan implementation phase, anonymous, focused on some of the Charter and Code principles - working conditions and supervision, with communication of results on the Faculty level and follow ups at the Researchers Focus Group reviews.</p>	2018 - 27	COMPLETED	<p>HRA Dpt. HR Dpt. HRA Work Group (Dpt. Heads)</p>	<p>Current outputs of this item are</p> <ol style="list-style-type: none"> <li>1. October 2020 Questionnaire Survey among Faculty employees and PhD Students (Interim Internal Review), response rate 28%. Survey report: <a href="https://www.sci.muni.cz/uh/uh/sci/web/HRA/dotazniky_surveys/dotaznik_pro_zamestnanci_sci_mu_2020/">https://www.sci.muni.cz/uh/uh/sci/web/HRA/dotazniky_surveys/dotaznik_pro_zamestnanci_sci_mu_2020/</a></li> <li>2. PhD students are addressed annually via Questionnaire Survey in relation to the Faculty PhD Day. Report: <a href="https://www.sci.muni.cz/uh/uh/sci/web/HRA/dotazniky_surveys/dotaznik_pro_phd_studenty/">https://www.sci.muni.cz/uh/uh/sci/web/HRA/dotazniky_surveys/dotaznik_pro_phd_studenty/</a></li> <li>3. October 2023 Questionnaire Survey among Faculty employees (Renewal Internal Review), response rate 32%. Report: <a href="https://www.sci.muni.cz/uh/uh/sci/web/HRA/dotazniky_surveys/dotaznik_zamestnanci_survey_es_sci_mu_2023/">https://www.sci.muni.cz/uh/uh/sci/web/HRA/dotazniky_surveys/dotaznik_zamestnanci_survey_es_sci_mu_2023/</a></li> <li>4. Promotion: <a href="https://www.sci.muni.cz/en/about-us/hrsr/news/results-of-the-muni-faculty-of-science-questionnaire-survey-conducted-in-october-2023">https://www.sci.muni.cz/en/about-us/hrsr/news/results-of-the-muni-faculty-of-science-questionnaire-survey-conducted-in-october-2023</a></li> </ol>
21	Working Time Rules	<p>Creation and implementation of Faculty Working Time rules, in addition to the University framework regulation, including flexible working hours and home office.</p>	2018 - 27	COMPLETED	<p>HR Dpt. HRA Dpt. Legal Dpt. HRA Work Group (Dpt. Heads), HRA Steering Committee (Dean's Board)</p>	<p>Current outputs of this item are</p> <ol style="list-style-type: none"> <li>1. Internal document in Repository for Assessors</li> <li>2. 100% of employees informed</li> <li>3. New version of the regulation published internally according to new legislation 2023: <a href="https://www.sci.muni.cz/uh/uh/sci/normy/SM/SM19-04/">https://www.sci.muni.cz/uh/uh/sci/normy/SM/SM19-04/</a></li> <li>4. Internal doc, Repository for Assessors</li> </ol>
22	Gender sensitization actions	<p>Implementation of Faculty gender sensitization actions and their communication: e.g. "Successful women" campaign. Cooperation with the Czech Researcher Centre for Gender and Science, Institute of Sociology, Czech Academy of Sciences (<a href="http://www.genderveda.cz">www.genderveda.cz</a>).</p>		COMPLETED /Ongoing	<p>HR Dpt. HRA Dpt. Legal Dpt.</p>	<p>Current outputs of this item are</p> <ol style="list-style-type: none"> <li>1. As a core output from this action point, there is a dedicated website created and continuously updated: <a href="https://www.sci.muni.cz/en/careers-at-the-sci-muni/women-in-science-women-at-the-faculty-of-science-mu">https://www.sci.muni.cz/en/careers-at-the-sci-muni/women-in-science-women-at-the-faculty-of-science-mu</a></li> <li>2. If of actions: this indicator, i.e. tracking all individual actions was not implemented yet, as the actions were organized by multiple faculty workplaces</li> <li>3. External gender audit 2021: <a href="https://www.sci.muni.cz/en/about-us/hrsr/news/521104u-gender-audit-at-the-faculty-of-science-mu">https://www.sci.muni.cz/en/about-us/hrsr/news/521104u-gender-audit-at-the-faculty-of-science-mu</a></li> <li>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 OP2+ program.</li> <li>5. 2025 questionnaire survey among employees under 45 and managers - outputs are being analysed</li> </ol> <p>FORBES: <a href="https://www.sci.muni.cz/en/current-news/scientists-from-masaryk-university-faculty-of-science-have-been-selected-for-forbes-magazine-s-top-czech-female-scientists-of-2023">https://www.sci.muni.cz/en/current-news/scientists-from-masaryk-university-faculty-of-science-have-been-selected-for-forbes-magazine-s-top-czech-female-scientists-of-2023</a></p> <p><a href="https://www.sci.muni.cz/o-nas/hrsr/hr-award/rovniky-prjekty/probehlo-skoleni-genderove-sterotypy-uoi-zenam">https://www.sci.muni.cz/o-nas/hrsr/hr-award/rovniky-prjekty/probehlo-skoleni-genderove-sterotypy-uoi-zenam</a></p> <p><a href="https://www.sci.muni.cz/en/about-us/hrsr/news/488738u-women-in-science-women-at-the-faculty-of-science-mu">https://www.sci.muni.cz/en/about-us/hrsr/news/488738u-women-in-science-women-at-the-faculty-of-science-mu</a></p>
23	Training and development guidelines	<p>Creation of the Faculty training and development guidelines, including framework process description, as a practice methodology for the Faculty and departmental training, mentoring and development activities.</p>	2018 - 27	COMPLETED	<p>HRA Dpt. Legal Dpt. HRA Work Group (Dpt. Heads)</p>	<p>Current outputs of this item are</p> <ol style="list-style-type: none"> <li>1. Education and Development Directive: <a href="https://www.sci.muni.cz/uh/uh/sci/normy/SM/SM23-02/?lang=en&amp;setlang=en">https://www.sci.muni.cz/uh/uh/sci/normy/SM/SM23-02/?lang=en&amp;setlang=en</a></li> <li>2. 100% of employees informed: <a href="https://www.sci.muni.cz/en/about-us/hrsr/news/rules-for-education-and-development-of-employees-and-training-offer-in-the-new-section-of-the-faculty-portal">https://www.sci.muni.cz/en/about-us/hrsr/news/rules-for-education-and-development-of-employees-and-training-offer-in-the-new-section-of-the-faculty-portal</a></li> <li>3. Examples of delivered trainings: <a href="https://www.sci.muni.cz/en/about-us/hrsr/news/workshops-for-international-employees-of-faculty-of-science-mu">https://www.sci.muni.cz/en/about-us/hrsr/news/workshops-for-international-employees-of-faculty-of-science-mu</a></li> <li>4. Management skills training sessions for supervisors of the faculty of science-mu <a href="https://www.sci.muni.cz/en/current-news/development-training-for-supervisors-of-the-faculty-of-science-mu">https://www.sci.muni.cz/en/current-news/development-training-for-supervisors-of-the-faculty-of-science-mu</a></li> <li>5. Management skills training sessions for supervisors of the faculty of science-mu <a href="https://www.sci.muni.cz/en/about-us/hrsr/news/management-skills-training-sessions-for-supervisors-of-the-faculty-of-science-mu">https://www.sci.muni.cz/en/about-us/hrsr/news/management-skills-training-sessions-for-supervisors-of-the-faculty-of-science-mu</a></li> </ol>
24	Faculty Gender Equality Implementation Plan	<p>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.</p> <p>Planned activities:</p> <ol style="list-style-type: none"> <li>A. Cooperation in creation and implementation of the Gender Equality Plan at the university level and its projection to the Faculty level documentation.</li> <li>B. Inclusion of the Gender Equality concept in the Faculty Long-term Strategic Plan 2021+, increase of awareness, importance of PayGap analysis, consideration of utilizing the Logib tool.</li> <li>C. The important topic of gender balance will be also partially solved by the OP2+ 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.</li> </ol> <p>Therefore, the item was extended and moved to the 2024-27 cycle with the intention of aligning with the university GEP implementation plan.</p>	2020 - 24	Extended	<p>Thematic Workgroup functional Vice-Dean for Quality HRA Dpt. HR Dpt. RMU HRA HRA Work Group (Dpt. Heads) HRA Steering Committee (Dean's Board)</p>	<p>Current outputs of this item are</p> <ol style="list-style-type: none"> <li>1. University GEP: <a href="https://www.muni.cz/media/3371580/gender_equality_plan_mu_gpp_mu_en.pdf">https://www.muni.cz/media/3371580/gender_equality_plan_mu_gpp_mu_en.pdf</a></li> <li>2. Website Gender and Sexual Harassment Prevention: <a href="https://www.sci.muni.cz/en/careers-at-the-sci-muni/ethics-at-the-workplace/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</a></li> <li>3. 100% faculty salaries analysed within the Faculty Gender audit 2021 with no major finding in the area of a potential PayGap: <a href="https://www.sci.muni.cz/en/about-us/hrsr/news/521104u-gender-audit-at-the-faculty-of-science-mu">https://www.sci.muni.cz/en/about-us/hrsr/news/521104u-gender-audit-at-the-faculty-of-science-mu</a></li> <li>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 OP2+ program.</li> <li>5. 2025 questionnaire survey among employees under 45 and managers - outputs are being analysed</li> </ol>
25	Guideline for dealing with performance, work discipline issues nad contract terminations	<p>This Guideline should serve as part of the documentation for the HR Academy for supervisors, see also Action point No. 18.</p>	2020 - 24	COMPLETED	<p>Legal Dpt. HRA Dpt. HR Dpt. HRA Work Group (Dpt. Heads) HRA Steering Committee (Dean's Board)</p>	<p>Current outputs of this item are</p> <ol style="list-style-type: none"> <li>1. The document is Faculty Internal, published on SharePoint with access rights limited to Supervisors.</li> <li>2. 100% supervisors trained by the Head of Personnel Department.</li> </ol>
26	Communication of Career Development Rules	<p>Improvement of awareness on career development paths at the Faculty and related communication.</p> <p>Employee Survey 2020 results show rather low awareness of the new Career Code and career development possibilities at the Faculty's workplaces.</p> <p>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.</p>	2020 - 24	Extended	<p>HRA Dpt. HR Dpt. HRA Work Group (Dpt. Heads)</p>	<p>Current outputs of this item are</p> <ol style="list-style-type: none"> <li>1. Career Code Directive: <a href="https://www.sci.muni.cz/uh/uh/sci/normy/SM/SM19-02/?lang=en">https://www.sci.muni.cz/uh/uh/sci/normy/SM/SM19-02/?lang=en</a></li> <li>2. Familiarity with the Career Code has become part of the OP2+ program.</li> <li>3. All employees have been made aware of the Career Code.</li> </ol>
27	Careers Web Page Design	<p>Improvement of Careers Web Page Design</p> <p>Employee Survey 2020 results show rather critical opinion with regards to graphical design of the new web page.</p>	2020 - 24	COMPLETED	<p>HR Dpt. HRA Dpt. IT Dpt.</p>	<p>Current outputs of this item are</p> <p>A new career website was published on 2/2024 <a href="https://www.sci.muni.cz/en/careers-at-the-sci-muni">https://www.sci.muni.cz/en/careers-at-the-sci-muni</a></p>
28	Open Science Awareness	<ul style="list-style-type: none"> <li>• Ensuring Open Science Awareness at the Faculty</li> <li>• Increase of Publication Activity of the Faculty Researchers in Open Science Media</li> <li>• Inclusion of the Open Science and Open Access concept in the Faculty Long-term Strategic Plan 2021+</li> <li>• Include Open Science awareness into the Refresher training, action point No. 9</li> </ul>	2020 - 24	COMPLETED	<p>Thematic Workgroup functional Vice-Dean for Science, Research, Foreign Relations, and Doctoral Studies Vice-Dean for Quality LIBRARY SCI MUNI HRA Dpt.</p>	<p>Current outputs of this item are</p> <ol style="list-style-type: none"> <li>1. Web Open Science - <a href="https://knihovna.sci.muni.cz/en/study-and-research-support/open-science">https://knihovna.sci.muni.cz/en/study-and-research-support/open-science</a></li> <li>2. All events related to Open Science are tracked and reported by the Faculty Central Library.</li> <li>3. All publications in open science media are tracked and reported by the Faculty Central Library.</li> </ol>

29	Rules for Financial Conditions for PhD Students	Supporting dignified financial (living) conditions for PhD students. This is not only one of the PhD Survey outputs but also a generally discussed problem related to the PhD studies system of the Czech Republic. After discussions at the Researcher Focus Group meetings, rules for individual doctorate boards appeared to be the best solution. This topic was extended to the 2024-27 cycle because there are new rules started on the Czech government level for 2024 and consequently will be established at the university level. The Vice-Dean for Doctoral Studies works on the university concept.	2020 - 24	COMPLETED /Ongoing	Thematic Workgroup Functional Vice-Dean for Research, International Relations and Doctoral Studies HRA Dpt HR Dpt.	Current outputs of this item are 1. MU increased PhD scholarships to CZK 24,000. 2. During the year 2024, in preparation for the change of the Higher Education Act, we prepared and tested a system of scholarship payments at SCI MUNI. We are currently paying 50% higher scholarships in accordance with the law. 3. We will continue to seek ways to improve the financial situation of PhD students.
30	Creation of Document Management Guidelines	Extension to the Information Security Policy, see action point No. 12, to describe naming conventions for publishing faculty standards and regulations, process for document publishing and granting access rights.	2020 - 24	COMPLETED	Faculty IT Dpt. HRA Dpt. Legal Dpt.	Current outputs of this item are 1. The Directive has been developed, approved and published: <a href="https://is.muni.cz/auth/da/sci/normy/SM/SM23-01/">https://is.muni.cz/auth/da/sci/normy/SM/SM23-01/</a> 2. 05/2023 it was sent to all employees for familiarization via the Familiarization App 3. Training of Dean's Office staff has been conducted. 4. Promotion: <a href="https://www.sci.muni.cz/en/current-news/new-information-security-policy-at-the-sci-muni/">https://www.sci.muni.cz/en/current-news/new-information-security-policy-at-the-sci-muni/</a> <a href="https://www.sci.muni.cz/en/employee-newsletter/archiv-1/2023-04-sci-newsletter-prozestmestnane">https://www.sci.muni.cz/en/employee-newsletter/archiv-1/2023-04-sci-newsletter-prozestmestnane</a>
31	Measuring Recruitment Effectiveness	Implementation of Metrics for measuring recruitment effectiveness (using data generated from the system, after adjustment of the university e-tool). This action point enhances implementation of the new OTM-Recruitment Process and is feasible only after adjustment of the university e-Recruitment tool.	2020 - 24	COMPLETED	HR Dpt. HRA Dpt./RMU HR Dpt. RMU IT Dpt.	Current outputs of this item are Metrics included in the Dashboard: Time to Hire, Number of Posted Vacancies, Gender Composition of Selection Committees, Gender of Successful Candidates, Citizenship of Successful candidates. Dashboard will be generated Quarterly Dashboard will be stored on SharePoint, with access for Personnel and HR Award dpts Dashboard will be Yearly presented to the Faculty management
32	New HR Talent Management Roles	Talent Specialist Profile - Recruitment & Employer Branding, Employee Evaluation, Training & Development, Gender. During first 2 years of the HRISAR implementation at the faculty it became clear that the new strategy brought several new processes that were not existing in the past and consequently capacity of the existing HR team does not meet the additional requirements arising from the newly implemented processes. These new processes and activities enhance personnel administration responsibilities to more advanced HR services: Recruitment Process, Employee Evaluation, Onboarding, Employer Branding, Internal Communication - namely HR Section of the Internal Employee Portal including solving employee queries and maintenance of related HR FAQs, Training & Development and Gender Equality.	2020 - 24	COMPLETED	Faculty Bursar HRA Steering Committee (Dean's Board) HRA Work Group (Dpt. Heads) HR Dpt.	Current outputs of this item are 1. ESR Development Specialist role since 2021: <a href="https://www.sci.muni.cz/en/about-us/organizational-structure/office-for-doctoral-studies-quality-academic-affairs-and-internationalization/contacts">https://www.sci.muni.cz/en/about-us/organizational-structure/office-for-doctoral-studies-quality-academic-affairs-and-internationalization/contacts</a> 2. Training & Development Specialist role since 2022: <a href="https://www.sci.muni.cz/en/about-us/organizational-structure/personnel-office-human-resources/team">https://www.sci.muni.cz/en/about-us/organizational-structure/personnel-office-human-resources/team</a>
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 opzs+ project, we are planning to arrange short-term baby-sitting 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 Kotal'ska 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 OP2+ 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 OP2+ 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: <a href="https://www.em.muni.cz/en/news/17158-canteens-to-offer-affordable-menues-priced-at-cz-85">https://www.em.muni.cz/en/news/17158-canteens-to-offer-affordable-menues-priced-at-cz-85</a>
34	Creation of an Offboarding Process	Formalizing technical administration of employees leaving the Faculty. Implementation of checklists - IT, security, faculty, personnel department (exit interviews, attrition analysis).	2024 - 27	Will be completed by 6/2025	HRA Dpt. HR Dpt. IT Dpt. Faculty Dpt.	Indicators: 1. [weblink to existing process document] 2. [# of leaving employees administered within the process] 3. [# of employees leaving 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 APA 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. (UVT)	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 Ombudsperson.	2024 - 27	Will be completed by 12/2025	HR Dpt. Legal Dpt. HRA Dpt. Vice-Dean for Quality HRA Work Group (Dpt. Heads)	Indicators: 1. [weblink to existing procedure]. 2. [# of informed employees] 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. Linktree: <a href="https://www.linkedin.com/school/sci-muni/">https://www.linkedin.com/school/sci-muni/</a> 2. Faculty profile is "awake", need to agree on how to handle contributions and keep profile active.
39	Creation of a Faculty Open Science Website	Creation of the Faculty Open Access/Open Science web, in reference to the university OS web. This item builds on the completed AP28 Open Science Awareness. Output from the Faculty thematic workgroup (already initiated).	2024 - 27	COMPLETED	Faculty's Central Library Vice-Dean for Research/International Affairs	Current outputs of this item is Website: <a href="https://knihovna.sci.muni.cz/en/study-and-research-support/open-science">https://knihovna.sci.muni.cz/en/study-and-research-support/open-science</a>
40	Concept of a "Communication and psychological aspects of excellent long-term field research" training program	Creation of a specific training programme, Communication and psychological aspects of excellent long-term field research (e.g. Antarctica, "submarine" syndrome). This item builds on the completed AP23, Training and Development Guidelines. We plan to start with a pilot for our Antarctic programme (CARP) and plan to generalize it for other Faculty workplaces that conduct the field research.	2024 - 27	COMPLETED	HRA Dpt. HRA Dpt. (Training Specialist)	Current outputs of this item are 1. 24 employees and PhD students trained within the training program 2. We conducted two training sessions 3. Promotion: <a href="https://www.sci.muni.cz/o-naz/hrsd4-hr-award/novinky-projektu/krizovy-management-na-palatinu-krubem">https://www.sci.muni.cz/o-naz/hrsd4-hr-award/novinky-projektu/krizovy-management-na-palatinu-krubem</a> <a href="https://portal.muni.cz/sci/o-mne/soabni/rzavaj-a-vadelavani/prpravovano-skoleni/krizovo-komunikace-a-tymova-spoluprace-na-antarktid">https://portal.muni.cz/sci/o-mne/soabni/rzavaj-a-vadelavani/prpravovano-skoleni/krizovo-komunikace-a-tymova-spoluprace-na-antarktid</a>
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 AP21 above (HRS4R/HR Excellence in Research Awareness). Planned activities: We are fully committed to the ongoing digitalization process and simplifying 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]