



Internal Review

Case number:	2019CZ468328
Name Organisation under review:	Masaryk University, Faculty of Arts
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1. Organisational Information

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

STAFF & STUDENTS (on 31. 01. 2023)	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *</i>	436
<i>Of whom are international (i.e. foreign nationality) *</i>	99
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation) *</i>	0
<i>Of whom are women *</i>	206
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *</i>	132
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level *</i>	176
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level *</i>	128
<i>Total number of students (if relevant) *</i>	5987 <i>(including 568 PhD students)</i>
<i>Total number of staff (including management, administrative, teaching and research staff) *</i>	652

RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	32 801 048
<i>Annual organisational direct government funding (designated for research)</i>	6 271 255
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	4 665 578
<i>Annual funding from private, non-government sources, designated for research</i>	5 495

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

The [Faculty of Arts, Masaryk University](#) (FA MU / newly FF MU) was one of the four founding faculties of Masaryk University (MU) in 1919. 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 151 accredited study programmes of scientific and teaching specialization in social sciences, humanities, and the arts.

Strengths and weaknesses of the current practice

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

Ethical and professional aspects:
<p>Principles: 1. Research freedom, 2. Ethical principles, 3. Professional responsibility, 4. Professional attitude, Contractual and legal obligations, 6. Accountability, 7. Good practice in research, 8. Dissemination, exploitation of results, 9. Public engagement, 10. Non discrimination() 11. Evaluation/appraisal systems</p>
<p>Strengths and weaknesses</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> ✓ MU Academic and Professional Employee Code of Ethics (new Code of Ethics awaiting publication), Ethics Board of the MU, Research Ethics Committee, Equal Opportunities Panel ✓ Open Science MU 2022–2028 strategy including Open Science: MU 2022–2024 Action Plan, Open Science MU support and service system ✓ functioning infrastructure supporting the dissemination and use of results at MU ✓ MU membership in the European Network for Academic Integrity ✓ MU membership in the project Strengthening the Prevention of Plagiarism in Student Works ✓ an established faculty system for introducing employees to strategic documents and internal regulations ✓ standard use of English has been set for relevant communication within the faculty, all official documents of the faculty are now issued bilingually ✓ functioning employee evaluation system <p>WEAKNESSES</p> <ul style="list-style-type: none"> ✓ persistent reserves in the awareness of employees and information availability (the MU Employee Portal for disseminating information is being built) ✓ the system for the evaluation of academic staff members is not specified according to the faculty's needs and is not recorded in the faculty's formal document ✓ inputs for employee evaluation (Career Regulations of MU and FF MU) and methodology for further work with evaluation outputs, with follow-up to other personnel processes, are missing
Remarks (max 500 words)
<p>Masaryk University is fiercely dedicated to developing the ethical aspects of its activities. A working group of experts has prepared a draft of the text of the new MU Code of Ethics, which is currently undergoing an extensive comment procedure, with publication planned for July 2023.</p> <p>The team responsible for the Strengthening the Prevention of Plagiarism in Student Works project has published a handbook for academic staff members and a handbook for students.</p> <p>The MU Technology Transfer Office has published brochures with the office's offer for the private and public sectors, and for scientists and researchers at the university.</p> <p>On November 1, 2022, the MU Open Science Strategy 2022–2028 was adopted by the MU management as a strategic document. This is a comprehensive concept for the implementation of Open Science at MU for the period 2022–2028, including action plans containing the specific steps required for the effective application of the strategy as a whole. This will enable the university to increase the quality of scientific research and promote systemic change.</p> <p>The information service is constantly being improved. The Employee Portal, an information resource with differentiated university and faculty content, is being built. The portal is already functional, but it is still under development, with changes and a revision of the structure still taking place. For these reasons, faculty</p>

content is only being added gradually.

Standards for internal and external communication at the faculty, the use of gender-sensitive language, and English in relevant cases have been established and described in internal regulations. [The questionnaire survey on the implementation of HRS4R 2023](#) (hereinafter referred to as the “questionnaire survey 2023”) showed that the removal of the language barrier was positively assessed by a significant majority of respondents (more than 80%), regardless of nationality. Also in the area of information availability, the establishment or development of information channels at the FF MU was, in general, positively assessed by employees in a clear majority of cases. Employees largely evaluated information flows as sufficient with respect to the information they receive.

A system of acquainting employees with internal regulations using an e-application has been introduced, which was identified as beneficial by 59% of respondents in the questionnaire survey 2023.

At the university-wide level, the EVAK academic staff members evaluation system was revised and modernized in accordance with the new performance criteria established by the recent national methodology (M 17+). This involved a substantial simplification of the indicators and especially their updating in accordance with the [MU Strategic Plan 2021–2028](#) (science evaluation, budget indicators, alignment with other types of evaluation). The evaluation of academic staff members has so far been carried out in accordance with the university directive; in 2023 it is planned to elaborate it into an internal regulation in accordance with the faculty’s needs. The evaluation of non-academic staff members was newly introduced at the faculty in 2021.

In the questionnaire survey 2023, the newly introduced evaluation of non-academic staff members was evaluated positively by more than 50% of respondents.

Recruitment and selection:

Principles:

12. Recruitment, 13. Recruitment (Code), 14. Selection (Code), 15. Transparency (Code), 16. Judging merit (Code), 17. Variations in the chronological order of CVs (Code), 18. Recognition of mobility experience (Code), 19. Recognition of qualifications (Code), 20. Seniority (Code), 21. Postdoctoral appointments (Code)

Strengths and weaknesses

STRENGTHS

- ✓ the policy of open, transparent, and merit-based recruitment and selection of employees enshrined in the new MU Selection procedure regulations
- ✓ new rules for selection procedures at the faculty enshrined in a directive
- ✓ recruitment training put in place for those involved in the recruitment process
- ✓ a new faculty Careers website improving the availability of information for job applicants
- ✓ strong progress in minimising the administrative burden on applicants and members of selection committees – significant modifications to the university’s e-application Jobs.MU for recruitment

WEAKNESSES

- ✓ missing connection with the System of Positions and Job Titles at the FF MU (the effectiveness of this document is from July 2023) or the Career Regulation at the FF MU
- ✓ a common university-wide procedure for a unified method of evaluating statistics in recruitment has not yet been set

Remarks (max 500 words)

At the MU level, cooperation on a thorough revision of the previous Regulations on Competitive Selection Procedures at MU has been undertaken from 2021. In two working groups composed of representatives of the faculties and other parts of the university, for more than two years we have been setting new university rules for selection procedures so as to enshrine the principles of open, transparent, and merit-based recruitment. In the first half of 2022, the new [MU Selection procedure regulations](#) were discussed at the level of MU and all constituent parts. It was issued in the autumn of 2022 and became effective from 1 January 2023.

At the faculty level, a methodology for the recruitment and selection of all types of positions has been developed, in which university rules are incorporated and faculty rules are set. Newly, the entire procedure is enshrined in the FF MU Directive No. 3/2022 [Selection Procedures Rules at the FF MU](#) and is a source of information both for employees involved in the recruitment process at the faculty and for job applicants.

A new [Careers](#) section has been created on the faculty's website, providing applicants with easier access to information about vacancies at the faculty, and about selection procedures.

Staff members involved in faculty recruitment and selection are familiarised with the entire process through newly introduced e-learning training, workshops, and through a new application for getting acquainted with regulations.

Since 2021, we have been actively involved in a working group at the MU level that was created based on the joint requests of all faculties to modify the Jobs.MU electronic application used for administering the recruitment and selection process. The aim of this group's work has been to facilitate the access of selection committee members to information and all documents, as well as to set the monitored indicators needed for the collection of statistical data.

In this area, cooperation will continue in setting unified procedures for evaluating the data obtained and enabling a relevant comparison of the results of MU constituent parts when evaluating the recruitment process as a whole.

To improve the openness and transparency of selection procedures, advertising of relevant research positions has been expanded on the EURAXESS portal and the content of the published advertisements has been set in accordance with the requirements of OTM-R.

Additional internal supporting materials (forms, templates, etc.) have been created for employees involved in the recruitment process and are available on the Personnel Office website.

The postdoc position was also taken into account in the recruitment rules, which we based on the Guideline of the Department for Personnel Management of the Rector's Office of MU – [Principles and Recommendations for Personnel Management of Postdoc Positions at MU](#).

For the future period, in addition to the above-mentioned work on evaluating the recruitment process, we also plan to support implementation, because the entire process has only been introduced for a short time and it is necessary to focus on strengthening awareness of the correct procedures, especially in the form of further training and personal consultations.

According to the conclusions of the questionnaire survey 2023, the changes introduced in the field of recruitment were given a highly positive evaluation by the respondents. More than two-thirds of respondents identified these changes as beneficial, and almost half of respondents (48%) identified support for the computerization of selection procedures to reduce the administrative burden as very beneficial. The setting up of the Careers page on the FF MU website was also positively evaluated.

Working conditions:**Principles:**

22. Recognition of the profession, 23. Research environment, 24. Working conditions, 25. Stability and permanence of employment, 26. Funding and salaries, 27. Gender balance, 28. Career development, 29. Value of mobility, 30. Access to career advice, 31. Intellectual Property Rights, 32. Co-authorship, 33. Teaching, 34. Complain/ appeals, 35. Participation in decision-making bodies

Strengths and weaknesses

STRENGTHS

- ✓ MU Gender Equality Plan published
- ✓ established [Guidelines for resolving sexual harassment incidents at MU](#)
- ✓ support for parents – nursery school near the faculty, Guide for Parents
- ✓ support for reconciling work and personal life – the possibility of part-time job, the possibility to work part-time from home, flexibility of working hours
- ✓ established position of the ombudsperson at MU
- ✓ better support for researchers in project preparation for challenging projects
- ✓ advanced computerization of work agendas

WEAKNESSES

- ✓ the System of Positions and Job Titles at the FF MU has not yet been implemented
- ✓ there are still no Career Regulations of MU and FF MU or an established career counselling system
- ✓ persistent reserves in the protection of rights

Remarks (max 500 words)

At the faculty level, an input document for personnel processes has been created – [System of Positions and Job Titles at the FF MU](#). It was issued later than originally planned. The reason for this was the overly ambitious planning of tasks and the need to be involved in the work of university-wide groups setting frameworks and rules in different areas. These groups worked on dates that had not been included in our plans.

At the central level of MU, some deadlines regarding outputs we wanted to work on were also postponed. That is why, for example, the deadline for processing the Career Regulation at the FF MU has been postponed – so that it is based on the foundations laid by the university and elaborated according to the needs of the faculty. The new MU Career Code will be elaborated and published in 2024. Until then, we are based on the Guideline of the Personnel Management Department of the Rector’s Office of MU [Career System at MU](#), which was issued at the end of 2022 and provides guidance information to employees.

The university also decided to address the topic of career consulting as part of a centralized development project and planned its outputs up to 2023.

In December 2021, the [MU Gender Equality Plan 2022–2024](#) was published. Although the deadline for issuing the faculty policy has been postponed, much has been done in this area (internal gender equality audit, including proposals for measures for improvement, training, and a questionnaire survey among women in research positions). At the university level, the year 2022 was dedicated to the development and presentation of tools to prevent sexual harassment and tools to deal with it. [Guidelines for resolving sexual harassment incidents at MU](#) were developed, and the first series of workshops and training on this topic took place at the MU and faculty levels. The questionnaire survey 2023 showed that gender equality and its related aspects is one of the more intensively discussed topics; the establishment of the nursery Elánek (72% of respondents) and the introduction of an institutional procedure in cases of sexual harassment (75%) were evaluated most positively.

We are still in the early stages of change regarding the complaint procedures. Reforms are currently underway in the area of rights protection at MU. Internal processes for the rights protection at the university are being adjusted and supplemented, and the rights and obligations of the [ombudsperson at MU](#) are being anchored, and their activity is expected to start in April 2023.

Project support for FF MU researchers in the preparation and implementation of projects of international and transnational providers has been expanded by strengthening the Office for Research and Development with an employee who provides support for this type of projects and by developing a [supporting methodology](#). These changes were welcomed by over 60% of respondents to the questionnaire survey 2023.

The deadline for preparing an analysis of the use of faculty spaces has been postponed. Much of the period – from the identification of the problem to its resolution – fell within the ‘Covid-19 era’ and the closure of workplaces coupled with an increased offer to work from home reduced its urgency. In addition, the software is under development at the university for the purpose of analysing occupancy and space utilization across the university, which will be used to implement this action once completed.

In the questionnaire survey 2023, respondents were asked whether they would recommend employment at the FF MU to their acquaintances. 78% of respondents would do so, only 6% would not recommend it.

Training and development:

Principles:

36. Relation with supervisors, 37. Supervision and managerial duties, 38. Continuing Professional Development, 39. Access to research training and continuous development, 40. Supervision

Strengths and weaknesses

STRENGTHS

- ✓ institutionalized training and development of MU employees (joint CERPEK platform)
- ✓ a wide range of training and development events for employees
- ✓ set adaptation process for new employees at the FF MU
- ✓ valid Principles and Recommendations for Effective and Quality Doctoral Studies at MU
- ✓ support for early-stage researchers in the form of training and development activities within MUNI PhD Academia
- ✓ implementation of the Research and Doctoral Degree Programmes Evaluation by an international panel at the level of the faculty and its units in 2022

WEAKNESSES

- ✓ an unsystematic approach to employee training and development persists
- ✓ there is a lack of materials supporting superior employees in fulfilling their managerial role
- ✓ there are no clear rules for supervising researchers at the beginning of their careers (with the exception of PhD students)
- ✓ reserves persist in the field of PhD studies (low success rate of completing studies by the deadline for course completion, unsatisfactory socio-economic situation of doctoral students)

Remarks (max 500 words)

In March 2022, the MU Centre for the Development of Pedagogical Competences was transformed into the MU Competence Development Centre (CERPEK) and the educational portfolio was expanded. Employees have the opportunity to choose from a wide range of training events focused on various topics organised by CERPEK, other university constituent parts, or external entities. However, there is a lack of a systematic collection of the development needs of academic staff members, a targeted response of the faculty to these needs and an evaluation of the effectiveness of training is missing.

We have made great progress in the adaptation of new employees. A university e-application has been developed and a faculty design for the adaptation process has been created for new employees of the FF MU, which until now did not have any unified and comprehensive form. Superior employees received the guide described in FF MU Directive No. 4/2022 [Onboarding and adaptation process at the FF MU](#) effective from 1 January 2023. For newly joining colleagues, we prepared a [Handbook for new employees FF MU](#) and started organising introductory orientation training. It emerged from the questionnaire survey 2023 that the area of employee adaptation and development was evaluated positively by more than half of the respondents.

In the questionnaire survey 2023, it was ascertained which areas of the faculty the respondents considered suitable for further development. Most of the respondents expressed an interest in counselling, including mental health support, further support for foreign mobility, and the development of internal research cooperation within the FF MU. All these areas are covered by actions planned at the university or faculty level, e.g. the creation

of the Faculty Inspiratorium for the development of internal research cooperation at the FF MU.

In 2021, the university issued its [Principles and Recommendations for Effective and Quality Doctoral Studies at MU](#). In 2022, MU introduced higher standards in PhD studies across all fields, with an emphasis on the quality of doctoral students' scientific results, gaining international experience, and compliance with the study plan. There was also a draft text of the guideline on doctoral students' trips abroad (now in the process of receiving comments). One of the priorities for 2023 is the creation of supervisor standards. Early-career scientists are supported in the form of training and development activities within MUNI PhD Academia in the areas of research, teaching, the promotion of science, personal development, scientific mobility, language competencies, and publishing activities.

FF MU has also devoted considerable effort to the development of early-stage researchers. In 2021, a [questionnaire for doctoral students](#) was implemented, information materials were created (<https://www.phil.muni.cz/student> – part 'For Doctoral Students', the [English version](#) of which is currently being developed, [Guide for the New Incoming Doctoral Students at the FF MU](#)) and a number of training events took place. In 2022, an international evaluation of doctoral degree programmes was implemented. Interviews of evaluators with representatives of individual programmes – heads of departments, guarantors of doctoral degree programmes, selected PhD students – took place in the form of in-site-visits, and an interview of the chairs of evaluation panels with representatives of the FF MU in the form of an online discussion. Measures are currently being planned to improve the areas identified in this evaluation. The results of the Questionnaire survey for doctoral students 2021 showed the continuing unsatisfactory socio-economic situation of PhD students, with this area being among the worst evaluated. A university-wide reform of funding for PhD studies is currently underway, and the minimum scholarship will be increased as early as 2023.

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

In general, it can be said that short- and medium-term priorities have hardly changed for us in terms of content. Circumstances changed which did affect the progress of implementation (as described below) and for some actions, we were forced to postpone deadlines or reconsider their planned scope. Nevertheless, we have managed to complete a significant part of the original plan, either on schedule or slightly behind it.

Our original Action Plan was ambitious and the strategy was designed to run until 2024. We still want to work on implementing personnel processes and the activities set out in the original plan, and to develop the priorities set out in the new actions of the revised Action Plan.

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

During the implementation period of the Action Plan in 2021–2022, following a change in some circumstances, we decided on the form of certain steps, or on the order of their implementation and scope.

Of course, one of the strongest factors influencing implementation was undoubtedly the impact of the Covid-19 pandemic. The faculty has spent a lot of time and effort adjusting the working conditions. The need to ensure conditions for maintaining teaching and research, working from home, online collaboration, and for accelerating the computerization of processes all came to the fore. This made mutual cooperation more difficult, there was a lack of personal contact.

The university was also affected by the conflict in Ukraine when the priority became ensuring support for incoming academics and students from Ukraine and modify the terms and conditions of employment of citizens of Russia and Belarus in connection with security procedures and the sanctions policy.

The political situation was also reflected in the economic situation, especially in the significant increase in the university's and faculty's operating costs, which have resulted in a focus on cost-saving measures.

Recently, the topic of gender equality, and especially the area of sexual harassment, has resonated highly in Czech society. Several cases from academia, including from Masaryk University, have caught the media's attention. The management of MU is currently paying maximum attention to this issue and, among other things, those measures already introduced for dealing with cases of sexual harassment are being revised. Under the influence of these incidents, but also on the basis of society-wide demand, it was decided to establish the position of ombudsperson at MU, which was not originally planned.

The continuity of faculty events with the implementation of university-wide activities had an impact on the fulfillment of some steps of the Action Plan. One such example was the information campaign as a follow-up to the publication of the MU Code of Ethics planned for the end of 2021, which we could not implement because the creation of the new Code of Ethics was delayed and the document has still not yet been issued.

We were also influenced by the need to adapt to the university-wide procedure for a central resolution of the shared topics of the HR Award. It was necessary to participate in the work of university-wide groups, even though, for example, the deadlines set for resolving the given topic in the faculty Action Plan had not yet occurred at the given time. As a result, activity in these groups reduced the time available to implement faculty priorities. Based on the above experience and also due to postponing some deadlines at the central level of MU, we decided to take more into account the influence of measures carried out at the central level on planning our faculty's steps.

The most significant unexpected action was the implementation of an internal gender equality audit in 2021; the several months we spent intensively working on it were not planned. Gender equality audits of all constituent parts were requested by the university management as a basis for the creation of the MU Gender Equality Plan.

In April 2022, the management at the FF MU changed. The transition period during the management change temporarily delayed the approval and implementation of some steps.

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

Strategic decisions are being made at the national level. The Ministry of Education, Youth and Sports of the Czech Republic is preparing an amendment to the Higher Education Act. This should enter into force in 2023 and bring in a number of changes, e.g. in the area of PhD studies, recognition of foreign higher education, and qualifications.

In 2021, the MU Strategic Plan 2021–2028 and the FF MU Strategic Plan 2021–2028 were published.

Both documents include, above all in the HR Management and Staff Development section, obtaining and maintaining the HR Excellence in Research Award.

Masaryk University as a whole is not a holder of the HR Excellence in Research Award. The situation that applies here is more specific: individual award winners are the constituent parts of the university – ten faculties and two specialized units of the university (CEITEC and the Institute of Computer Science). Additionally, individual HR Award holders are at different stages of advancement. Two constituent parts have been implementing HRS4R since 2018, nine parts since 2021, and one part since 2022.

The university centrally supports and coordinates important topics related to the HR Award. In 2019, it established the position of coordinator and a working group for the HR Award at the Rector's Office. The coordination group is focused, among other things, on identifying topics suitable for central treatment and on supporting all constituent parts implementing HRS4R. Representatives of the constituent parts and other experts work on a common solution in university-wide thematic working groups. A number of such topics have been gradually identified, processed, discussed and approved at the university level. An example is the creation of the university-wide OTM-R policy or the currently ongoing discussion on updating the MU Code of Ethics.

The new management of the FF MU from 1 April 2023 has not meant any change in strategic decisions that would fundamentally affect the Action Plan, rather it has only brought about the need for a slight modification of some planned activities. There have been minor changes in the distribution of the Vice-deans' agendas at the faculty, which has led to the renaming of the functions of the Vice-deans. The new titles of the functions of the Vice-deans are incorporated for all actions in the revised Action Plan published on the faculty website, in the online form on Euraxess only for new actions due to the inaccessibility of the original text.

3. Actions

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

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

Proposed ACTIONS <i>Free text, 100 words maximum</i>	GAP Principle (s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
<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 FF 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 Project Management • 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 <p>based on the MU directive Processing and registration of complaints at MU</p>	Extended	<p>An analysis of the existing Code of Ethics was carried out and it was decided at the university level that a completely new Code of Ethics would be created, applying not only to employees, but also to students. The approval of the new Code of Ethics is now in the final phase, it is expected to be issued in the first half of 2023. The planned implementation of the faculty information campaign had to be postponed until after the publication of the new Code of Ethics.</p> <p>Number (time lines) of incidents resolved:</p> <ul style="list-style-type: none"> • MU Research Ethics Committee The committee assesses the ethics of research projects before their start, it works on a preventive basis and does not resolve incidents; the indicator is excluded from measurable indicators. • MU Ethics Committee and Equal Opportunities Panel Statistics are not kept at the faculty level, so these indicators are excluded from measurable indicators for the next period. • Based on the MU directive Processing and registration of complaints at MU We register the following numbers at the FF MU: 2022–4 complaints 2021–1 complaint 2020–3 complaints 2019–0 complaints

						2018–0 complaints 2017–2 complaints 2016–2 complaints 2015–9 complaints.
<p>2. SYSTEM OF JOB POSITIONS AND JOB TITLES:</p> <p>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 	Completed	<p>On the basis of a thorough analysis of the situation at the faculty, an input document has been created for the personnel processes - FF MU Directive No. 1/2023 System of Positions and Job Titles at the FF MU. It is aimed primarily at researchers in both academic and non-academic positions. Recommendations regarding the volume of teaching were omitted, as this point was included as a topic to be addressed in the upcoming MU Career Code (see action 3 below).</p> <p>As a follow-up to this point, we are adding two new actions (19 and 20).</p> <ul style="list-style-type: none"> • % of employees with the job description New or revised job descriptions will be the subject of the implementation phase of the new System of Positions and Job Titles at the FF MU. • The amount of teaching workload converted to one R1–R4 Monitoring of the indicator will be possible to set in accordance with the implementation of the steps mentioned in action No. 3, see below.
<p>3. CAREER MANAGEMENT:</p> <p>Creation of the Career regulation FF 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>	11,13,15,16,19,21,22,25,28,29,30,38,39	Deadline: Q4/2021	<ul style="list-style-type: none"> • HR Award Team • Head of Personnel Office 	<ul style="list-style-type: none"> • Career regulation FF MU created (link to existing document) Q4/2021 	Extended	<p>The creation of the faculty's Career Regulation has been postponed until the end of 2025 due to the planned publication of the MU Career Code in 2024 and the expected university discussion about it.</p> <p>MU issued Guidelines of the Personnel Management Office of the MU Rector's Office – Career System at MU, effective from 1 January 2023, which provides employees with information and guidance in their career.</p>
<p>4. RECRUITMENT AND SELECTION:</p> <p>Cooperation with the MU Rector's Office on the creation of a university-wide OTM-R policy and on updating the Regulations on Competitive</p>	12,13,14,15,16,17,18,19,20,21,27	Deadline: Q4/2022	<ul style="list-style-type: none"> • HR Award Team • Head of Personnel Office 	<ul style="list-style-type: none"> • "Job opportunities" tab on the FF MU website created (link to an existing page) Q1/2021 	Completed	<p>In cooperation with all constituent parts of MU, a new MU Selection procedure regulations were created at the university level, including all OTM-R principles, and was issued in the</p>

<p>Selection Procedures at MU. Setting up the recruitment process according to the specifics of the FF 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.</p> <p>Adding information about job opportunities at the faculty to the FF MU website.</p>				<ul style="list-style-type: none"> 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 superior 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 		<p>autumn of 2022 with effect from 1 January 2023.</p> <p>At the faculty level, a selection procedure methodology was created for all types of positions, including MU rules and defining faculty rules – Selection Procedures Rules at the FF MU. It was discussed, commented on and approved by the Dean’s Board on 12 December 2022 and issued with effect from 1 January 2023</p> <p>The directive is the standard for open, transparent, and merit-based faculty selection procedures.</p> <p>Selection procedures are held for all positions. Possible exceptions are precisely defined. Clear procedures and deadlines are established. Rules for the balance of selection committees in terms of gender or expertise are specified. Personal data protection, protection of the rights of applicants, and the possibility to file complaints about the course or result of a selection procedure, are all regulated.</p> <p>Standardized forms and templates available on the Personnel Office website have been updated to comply with OTM-R requirements.</p> <p>Training in the rules and process of selection procedures has been introduced for all members of selection committees in the form of e-learning. Publication of the faculty rules was followed by training for department heads, who also have these documents available in the new application for acquainting themselves with the regulations.</p> <p>The following have been trained:</p> <ul style="list-style-type: none"> employees involved in the recruitment process – 114 = 85 % as of March 31, 2023 (application) employees involved in the recruitment process – 55 so far (seminar) all members of selection committees – 22 so far (e-learning) <p>The university e-application Jobs.MU, used for the recruitment process, has been supplemented with the indicators</p>
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				<ul style="list-style-type: none"> OTM-R complaint statistics 		<p>needed to monitor the quality of recruitment.</p> <p>Work continues on a unified way of evaluating them for faculty and university-wide needs. A quarterly cycle for tracking recruitment trends was evaluated as ineffective, and an annual cycle has been established. The first evaluation of the indicators will take place in 2023.</p> <p>A new Careers section has been created on the faculty website.</p>
<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. 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: Number of trained employees providing the adaptation process</p>	Completed	<p>The adaptation process has been set and described in the FF MU Directive No. 4/2022 Onboarding and adaptation process at the FF MU effective from 1 January 2023. The role of an informal adaptation guide (buddy) has been introduced and the organization of initial training for newcomers has been started. Based on cooperation with colleagues from other constituent parts of the university, an e-application with checklists for those involved has been created. In the application, a template has been set according to faculty specifications, including a feedback questionnaire for newcomers. A Handbook for new employees FF MU has been created.</p> <p>Training has been held for unit heads and secretaries to introduce the adaptation process (49 participants). Becoming acquainted with the Directive on Adaptation as of March 31, 2023 was confirmed by 112 people out of 134 (84%) in the Regulations Agreement application.</p>
<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</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 	In progress	<p>Faculty evaluation of non-academic employees (2021) was introduced in advance. According to the new instruction FF MU No. 1/2021 Evaluation of Non-Academic Employees of FF MU Units, the evaluation of the non-academic employees of non-academic units took</p>

<p>supervisory roles from students at FF MU. Linking the evaluation system with the training and development system.</p>				<p>goals, on the basis of which the training and development of individuals takes place Q4/2023</p> <p>MEASURABLE:</p> <ul style="list-style-type: none"> • Number of employees evaluated • Number of employees with set development goals 	<p>place in 2021 and 2022.</p> <p>The evaluation of academic staff members takes place regularly in accordance with the university regulations in the EVAK system, which was modernized by the university in the period 2021–2022. Standardization of the evaluation of academic staff members, taking into account the faculty's needs, is now being prepared.</p> <p>The existing tool for obtaining feedback on the quality of teaching, the so-called Course Opinion Poll for students, has been reviewed. The Course Opinion Poll has been continuously updated for a long time and the response rate has been increasing in recent years. The outcomes of the opinion poll are available in the EVAK system in the form of indicators for teaching evaluation.</p> <p>The number of employees who were evaluated in 2022 (excluding employment relationships lasting less than 3 months, maternity and parental leave, and long-term incapacity for work):</p> <p>74% of academic staff members 100% of non-academic employees in non-academic units 0% of non-academic employees in academic units</p>
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<p>7. EMPLOYEE TRAINING AND DEVELOPMENT: Setting up the process of training and development of FF MU employees in connection with the planned university system (expected completion date in Q4/2022). Create a standard training offer – key topics and training formats including e-learning (research ethics and Research Ethics Committee, dissemination of results including popularization, 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>	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 (questionnaire, statistics) created Q4/2023 <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 	In progress	<p>At the university level, the institutionalization of employee training and development was completed in March 2022. The transformation of the MU Pedagogical Competence Development Centre into the MU Competence development centre (CERPEK) has been completed, and thus a common platform for employee training and development at MU has been established. During 2022, CERPEK expanded the portfolio of education offers, their form, and content, in accordance with the needs of various target groups of MU employees. Further development of the centre in terms of expanding the scope and variety of educational activities is planned.</p> <p>A working group of training and development coordinators has been established, which includes representatives of the university's constituent parts. Working in this group on behalf of the FF MU is the Head of the Personnel Office. The coordinators are not only the contact persons for issues of employee education in their constituent parts, but also work on the further development of the area. Currently, the priority is to create a common university-wide IT platform for the development and training of employees, which would gather together and clearly offer educational opportunities not only from CERPEK, but also from other professional units across all faculties. A similar website has already been in operation since 2021 as part of the Employee Portal, an internal information resource. It is now possible to find offers of upcoming training events here, as well as recordings of more than 30 webinars that have already taken place.</p> <p>The collection of development needs is already set for non-academic employees as part of their annual evaluation. We plan to review and set the development needs of academic</p>
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						staff members through the evaluation system by the end of 2023, as described in point 6 – Employee Evaluation.
<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 FF 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 	Extended	<p>MU has decided to address the topic of career counselling in 2023 as part of the centralised MUNI counselling development project, i.e. the deadline has been postponed.</p> <p>The institutionalisation of career counselling for employees, the introduction of psychological counselling for students and employees, the grouping of relevant information on the website and the offer of an e-course for students and employees on the topic of mental health and psycho-hygiene are being prepared.</p> <p>The planned implementation of the faculty information campaign had to be postponed until after the start of the career counselling centre.</p> <p>Currently, the possibilities for support in matters of professional and career development and growth are summarised at the MU level in the Guideline of the Personnel Management Department of the Rector's Office of Masaryk University - Career System at MU.</p>
<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 Project Management • 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> <p>Number of researchers trained in the supervisory role</p>	In progress	<p>On February 17, 2023, a pilot workshop called Mentoring – A Tool for the Development of (Not Only) Early-Stage Researchers was implemented at the FF MU. Fifteen employees participated in the workshop, not only experienced researchers but also interested doctoral students.</p>

<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 students in fields with common intersections. Implementation of pilot training workshops for PhD students in the areas of career development, project management, publishing and socio-managerial skills. Introduction of regular training and development events for supervisors, and mandatory training in skills needed for research activities for PhD students. 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>	33,36,38, 39,40	Deadline: Q4/2023	<ul style="list-style-type: none"> • Vice-dean for Academic Affairs and Doctoral 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 • 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 	In progress	<p>In 2021, the university issued Guidelines No. 1/2021 of Research Office of the MU Rector's Office Principles and Recommendations for Effective and Quality Doctoral Studies at MU). In 2022, MU introduced higher standards in doctoral studies across all fields, with an emphasis on the quality of PhD students' scientific results, gaining international experience, and compliance with the study plan. The basic areas of supervisor standards, the creation of which is one of the priorities for 2023, were discussed in detail. A draft of the text of the regulations for the foreign trips of PhD students was created, which is now in the comment procedure.</p> <p>In 2021, a questionnaire survey for doctoral students was implemented at the FF MU. The reason for this was the need to adapt the questions from the original questionnaire HR Award 2020 for researchers to the conditions of doctoral studies. A subsequent discussion took place on the results of the survey, where the supervisor-student relationship, the financial security of PhD students, their motivation to study, and low awareness were identified as the biggest problem areas. Currently, the university has already decided on the reform of the financing of PhD studies, is preparing a new supervisor standard, and measures to increase the success rate of doctoral studies and their completion on time.</p> <p>In 2021, the Guide for the New Incoming Doctoral Students at the FF MU was published, and was updated in 2022.</p> <p>Pilot educational workshops have been carried out: Submit Projects that will be Easy to Manage; The Gender Dimension in Science and Research; How to Start a Scientific Career.</p> <p>An introductory meeting for first-year PhD students was held with a speech by the Vice-dean for Academic Affairs and Doctoral Studies coupled with</p>
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						<p>enrolment for the first semester and the provision of study instructions.</p> <p>Steps have been taken to develop the internalization and language competencies of PhD students: study support in the form of cotutelle was implemented – 3 students successfully graduated in 2022. Nine programmes have been implemented in English.</p>
<p>11. POSTDOCTORAL POSITIONS: 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 Project Management • 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 FF MU Q4/2021 • Postdoc position included in the Career regulation FF 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 FF 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 FF MU 	Completed	<p>At the university-wide level, the creation of a postdoc strategy has been abandoned, as there is currently no consensus on how to approach the postdoc career phase in the context of the Czech academic/scientific career system. In the current view of MU, a postdoc is perceived as a job position, and therefore the issue of employing postdocs was approached from the personnel point of view. At the end of 2022, the Guidelines of the RMU Personnel Management Office Principles and Recommendations for Personnel Management of Postdoc Positions at MU were issued, which established procedures and criteria for the employment of employees in postdoctoral positions (recruitment, conditions, care of these employees, etc.) and for the personnel management of these positions.</p> <p>At the faculty level, the position of postdoc was incorporated into the FF MU Directive No. 1/2023 System of Positions and Job Titles at the FF MU.</p> <p>The creation of the faculty's Career Regulation has been postponed for the reasons given in the comments for Action No. 3 above.</p> <p>University rules for postdoc recruitment are enshrined in the MU Selection procedure regulations, and then included at the faculty level in MU FF Directive No. 3/2022 Selection Procedures Rules at the FF MU.</p> <p>The intention to create an information leaflet and a separate website for postdoc positions has been abandoned due to the minimal filling of</p>

						<p>these positions in the faculty – see the indicators below.</p> <p>INDICATORS:</p> <ul style="list-style-type: none"> • Number of employees in postdoc positions = 2 • Proportion of postdoc newcomers from other universities out of the total number of postdocs = 100% • Duration of postdoc engagement at the FF MU = 13 months on average
<p>12. GENDER BALANCE: 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 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 FF MU (see point 4 of the Action Plan: Recruitment and selection).</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 participating in managing authorities, in a scientific career, in PhD studies, etc. Q1/2022 • Gender balance policy created at FF 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 	Extended	<p>MU Gender Equality Plan 2022–2024 was approved by the university management in December 2021, and a guarantor for gender equality was appointed at the level of MU management. The MU GEP was created based on the results and recommendations of gender equality audits carried out by the faculties and constituent parts of the university.</p> <p>FF MU implemented an in-depth internal audit of gender equality in the period 3–7/2021 in the areas of: organizational culture, work – life balance, recruitment and selection, career progression, gender balance in leadership and decision-making, measures against sexual harassment and other forms of gender-based violence, integrating the gender dimension into research and innovation, studying and student population.</p> <p>The findings presented in the final report (51 pages) were supported by a statistical data analysis, a re-analysis of questionnaire surveys (HR Award for researchers FF MU 2020 and HR Award for PhD students FF MU 2021), the content analysis of documents and processes, and the conclusions of four group interviews with a total of 40 employees. The report included a proposal for a number of measures for improvement.</p> <p>In 2022, the university’s Guidelines for resolving sexual harassment incidents at MU were created and presented, and the related website was updated.</p> <p>MU has updated the Guide for</p>

						<p>Employee–Parents (only in Czech, an English version is planned) which aims to accompany them on their journey: from working conditions during pregnancy, through the course of maternity and parental leave, to a smooth return to work.</p> <p>On September 1, 2022, a nursery was opened in the city centre near the faculty site, so that (with a slight delay) places in the nursery were provided for the children of employees.</p> <p>In the period 9–10/2022, a faculty questionnaire survey entitled Academic Career and the Representation of Women in Decision-Making Positions at the FF MU was carried out.</p> <p>We will continue to work with the results of the survey in the creation of a gender balance policy at the FF MU, which has not yet been developed. The reason is primarily the considerable, unplanned amount of time spent on the implementation of the faculty gender equality audit. We have postponed the deadline for creating the GEP FF MU to 4Q/2023, until then the faculty will follow the university plan.</p> <p><i>Statistical data on gender equality will be included in the MU annual report.</i></p> <p><i>The university implemented several dates of the workshop Respect All the Way (prevention of sexual harassment, bullying, and violence on university premises) for employees. Twelve people from FF MU participated.</i></p> <p><i>At the FF MU, we have carried out three seminars relating to gender issues: Gender in Research and Measures Against Sexual Harassment at MU for heads of departments, and Gender Dimension in Research for doctoral students.</i></p>
<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).</p>	<p>34</p>	<p>Deadline: Q4/2024</p>	<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>	<p>In progress</p>	<p>Information on the procedure for submitting and processing complaints has been included in the induction training for new employees as part of the adaptation process from 1 March 2023.</p> <p>All FF MU employees have been</p>

<p>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>				<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>acquainted with the MU Directive No. 3/2008 Processing and registration of complaints at MU through the Application Regulations Agreement (94% confirmed as of March 31, 2023).</p> <p>The university is currently revising procedures in the area of rights protection, preparing a new internal regulation, and establishing the position of MU Ombudsman.</p>
<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 	In progress	<p>In 2021–2022, the faculty devoted a lot of effort to improving administrative support for researchers.</p> <p>A pilot phase of project support for the projects of international and transnational providers has been implemented in the form of establishing a new position aimed at providing a comprehensive support service. FF MU Instruction No. 1/2022 Preparation and implementation of the projects of international and transnational providers was issued, which facilitates orientation in the individual phases and steps of the planning, preparation, and implementation of these projects and defines the competences of the persons involved.</p> <p>In the period 2021–2022, over 40 training events were implemented for administrative and technical staff supporting scientific and research work. The areas covered were socio-managerial skills, HR management, project management, and information technology.</p> <p>The websites of the support departments are gradually being supplemented and updated, also in connection with the construction of the Employee Portal, as described in point 15.</p> <p>One of the university's priorities is the computerization of work agendas, which has also been accelerated by the Covid-19 pandemic. There is a regular collection of topics and requests for computerization and their subsequent prioritization. In the internal information system of Inet, employees have</p>

						a monthly overview of changes and innovations in computerization.
<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>	4,5,6,7,8,9,13,23,24,26,30,31,33,34,35,36	Deadline: Q4/2022	<ul style="list-style-type: none"> Vice-dean for Admissions 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 FF MU website for easy access to information according to the issue created Q4/2022 Information sources updated, especially the FF 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 	Extended	<p>On the basis of the review of internal communication, the FF MU Directive No. 2/2022 On the Methods and Principles of Internal and External Communication FF MU including the setting of communication channels and their target groups was issued. The directive also refers to guidelines governing bilingual communication and general language principles, including gender-sensitive language. They provide specific instructions, practical examples, tips and recommendations.</p> <p>A system for acquainting employees with internal regulations has been introduced. In 2021, a matrix was created determining the assignment of individual regulations to specified groups of employees. The concept underwent a demanding comment process from the management and Academic Senate of the FF MU. In 2Q/2022, an application was launched in the MU information system which informs employees about changes in internal regulations and provides them with the opportunity to conveniently referring to the regulations.</p> <p>An information portal for MU employees with differentiated university and faculty content is currently under construction. The portal is already in operation, but its structure is still undergoing development and changes; therefore the FF MU content has been only partially inserted, owing to an internal decision to wait for the final structure. Information from the Office for External Relations, the International Office, the Central Library and basic teaching guidelines are available. The News application, which summarises all news and articles from the website of the faculty's central units, is fully functional. The deadline for supplementing the structure (signposts) and updating the rest of the content has been postponed to the end of 2023.</p> <p>Some internal and external tools for</p>

					<p>obtaining feedback from employees have been tested, mainly in the form of questionnaires and polls. We have excluded non-compliant tools from further use. In addition to selected external tools, feedback questionnaires are also used for the adaptation process, and are part of the internal university e-application.</p> <p>The regular faculty-wide informal meetings of employees have also been strengthened. An Afternoon Matinee at the beginning of summer has been added to the already traditional Pre-Christmas meeting with a musical performance (first carried out on 27 June 2022). It is an internal festival with musical performances, various workshops, and tours of the site.</p>
<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 FF 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 FF 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 FF 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>Extended</p> <p>In 2021–2022, a number of activities were implemented to remove the language barrier for foreign employees. English language training has been provided for the employees of support offices. In 2021, valid faculty regulations were translated into English. At the end of 2021, the standard use of English in the relevant communication of the faculty was set, and all official documents of the faculty are now issued bilingually as standard.</p> <p>In 2022, the FF MU Instruction No. 2/2021 Use of the English Language in the Internal Communication FF MU was effective at the faculty, which was replaced by FF MU Directive No. 2/2022 from 1 January 2023 On the Methods and Principles of Internal and External Communication of the FF MU and Guidelines on the Use of the English Language in Communication of the FF MU.</p> <p>The content of the websites of individual FF MU units is being gradually updated with its English mutation. A number of them were translated together with regulations already in 2021. The deadline for completion of translations of all faculty</p>

						websites has been postponed until 4Q/2024. A number of training events implemented in English - the indicator is not yet evaluated as it is related to the collection of training needs, which has not yet been set up for all staff in the evaluation (see points 6 and 7).
<p>17. ACADEMIC SENATE: Strengthening the awareness of the academic community about the activities and competencies of the Academic Senate of the FF 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>	35	Deadline: Q2/2023	<ul style="list-style-type: none"> Chairman of the Academic Senate 	<ul style="list-style-type: none"> Website of the Academic Senate of the FF MU updated, information added to strengthen the presentation of its significance Q2/2021 Interactive platform for the presentation of the candidate and their election program 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 <p>MEASURABLE:</p> <ul style="list-style-type: none"> Number of papers on events in the Academic Senate of the FF MU on social networks 	In progress	<p>In 2021, the website of the Academic Senate of the FF MU was updated with information (composition of committees, meeting dates, links to minutes), being graphically harmonized with the other pages of the FF MU website and translated into English.</p> <p>The news module has started to be used more for publishing the agenda of upcoming meetings and for summarising meetings that have taken place, with a link to detailed minutes.</p> <p>Due to the state of emergency declared by the Government of the Czech Republic caused by the coronavirus epidemic, by which the mandate of all autonomous academic bodies in the Czech Republic was extended, the Academic Senate of the FF MU started its activities with the current staff after the elections with an almost five-month delay on 24 May 2021. Its term of office is 3 years, so elections for the new senate will not take place until the spring of 2024. Related to this is the expected postponement of the deadline for the creation of an interactive platform for the presentation of the candidate and their election programme coupled with the possibility of public discussion and the implementation of an information campaign for academics and students during the period of elections and candidacies, by six months until 4Q/2023.</p> <p>Since autumn 2020, 41 posts have been published about what is happening in the Senate, every update is always shared on the Senate's Facebook page.</p>

18. USE OF SPACE AT FF 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 	Extended	The date of this action has been postponed until the end of 2026 due, in part, to the reduction of its urgency during and after the pandemic, but mainly because of the fact that new software is currently being developed at the university level, which will be used for the purpose of analysing the occupancy and use of spaces throughout the university.
19. Extension of the System of Positions and Job Titles at the FF MU to include information and documents for other non-academic positions.	11,13,16,19,21,22,33,37,38,39,40	4Q/2025	<ul style="list-style-type: none"> • HR Award Team • Head of Personnel Office 	<ul style="list-style-type: none"> • Supplemented internal regulation (link to the supplemented document) 	New	
20. Implementation of internal trainings on the System of Positions and Job Titles at the FF MU	11,13,16,19,21,22,33,37,38,39,40	4Q/2023	<ul style="list-style-type: none"> • HR Award Team • Head of Personnel Office 	<ul style="list-style-type: none"> • Training of Personnel Office staff implemented • Training of department heads implemented 	New	Training of department heads (connection with recruitment) and Personnel Office staff.
21. Implementation of the System of Positions and Job Titles at the FF MU in the departments.	11,13,16,19,21,22,33,37,38,39,40	4Q/2025	<ul style="list-style-type: none"> • HR Award Team • Head of Personnel Office • Department Heads 	<ul style="list-style-type: none"> • Number of departments with completed staff classification review • % of employees with a job description 	New	Inspection of the existing classification of employees at individual departments and new settings in accordance with the system. Adding missing or updating existing job descriptions.
22. Implementation of the new recruitment process.	12,13,14,15,16,17,18,19,20,21,27	4Q/2023	<ul style="list-style-type: none"> • HR Award Team • Head of Personnel Office • Department Heads 	<ul style="list-style-type: none"> • Supporting internal information material created (link to the document) 	New	Support for employees involved in the recruitment process. Completion of internal information materials and implementation of training.
23. Setting the method for evaluating the quality indicators of the recruitment process.	12,13,14,15,16,17,18,19,20,21,27	4Q/2023	<ul style="list-style-type: none"> • HR Award Team • Head of Personnel Office 	<ul style="list-style-type: none"> • The method for evaluating is set 	New	
24. Development of the design of the FF MU careers page.	12,13,14,15,16,17,18,19,20,21,27	4Q/2025	<ul style="list-style-type: none"> • HR Award Team • Head of Personnel Office 	<ul style="list-style-type: none"> • The Careers page on the FF MU website is supplemented by an overview of additional information for applicants 	New	The goal is to strengthen the FF MU brand as a prestigious employer.

			<ul style="list-style-type: none"> • Head of Office for External Relations 	(link to the page)		
25. Development of faculty templates in the e-application for adaptation.	40	3Q/2023	<ul style="list-style-type: none"> • HR Award Team • Head of Personnel Office 	<ul style="list-style-type: none"> • New templates tailored for specific cases and roles (consultant/investigator) 	New	
26. Supporting superior employees in fulfilling their managerial role.	37,38,39,40	3Q/2025	<ul style="list-style-type: none"> • HR Award Team • Head of Personnel Office • Heads of Deans' Office Departments and Specialized Units 	<ul style="list-style-type: none"> • Guide/website created 	New	Creation of supporting information materials for the successful performance of a managerial role.
27. Development of a website focused on stays abroad for PhD students at the FF MU.	33,36,38,39,40	4Q/2024	<ul style="list-style-type: none"> • Vice-dean for Academic Affairs and Doctoral Studies • Head of International Office • Head of Office for External Relations 	<ul style="list-style-type: none"> • Implementation of user testing of existing websites (a document with the results of the findings analysis and recommendations for further development of the website). • Website redesign 	New	
28. Implementation of pilot training for those interested in PhD studies.	37,38,39	2Q/2023	<ul style="list-style-type: none"> • Head of Central Library 	<ul style="list-style-type: none"> • Implementation of pilot training 	New	Training focused on basic concepts and terms for orientation in a scientific environment.
29. Implementation of a series of debates for PhD students.	38,39	4Q/2026	<ul style="list-style-type: none"> • Vice-dean for Academic Affairs and Doctoral Studies • Vice-chair of the Academic Senate – Students' Chamber 	<ul style="list-style-type: none"> • Number of implemented discussions 	New	Support of interdisciplinarity and internationalisation through meetings of PhD students with eminent figures in science. The intention is to hold one debate each semester.
30. Creation of the Open Science Coordinator position.	8	2Q/2023	<ul style="list-style-type: none"> • Head of Central Library 	<ul style="list-style-type: none"> • Defined job content of the position • Filling the position 	New	Creation of a new position in accordance with the MU Open Science Strategy 2022–2028, with the aim of securing Open Science at the FF

			<ul style="list-style-type: none"> • Head of Personnel Office 			MU according to the needs of its employees.
31. Developing inter-faculty cooperation – MUteaching librarians.	23,38,39	4Q/2024	<ul style="list-style-type: none"> • Head of Central Library 	<ul style="list-style-type: none"> • Common platform created • Number of involved faculties 	New	Cooperation of faculties in training for researchers on how to work with information. The goal is to coordinate the educational activities of MU libraries so that they do not overlap in topics and training dates, and to enrich the offer of educational topics, share resources, and also carry out mutual promotion.
32. Complementing the equipment and premises of the Makerspace-type study room.	23	2Q/2026	<ul style="list-style-type: none"> • Head of Central Library • Faculty Bursar 	<ul style="list-style-type: none"> • Study room equipped with digital technologies (Augmented Reality, Virtual Reality, 3D printing, etc.) 	New	Expanding services and technologies for researchers.
33. Provision of accesses to the DeepL translator of documents in the Employee Portal.	10,23,39	4Q/2023	<ul style="list-style-type: none"> • Coordinator for Employee Portal FF MU 	<ul style="list-style-type: none"> • DeepL for documents translations is open to all staff and PhD students • Information campaign to introduce the new tool and how to use it 	New	Ensuring support for employees and PhD students with translations from and into English.
34. Implementation of user testing of the faculty content on the Employee Portal.	23	4Q/2024	<ul style="list-style-type: none"> • Coordinator for Employee Portal FF MU 	<ul style="list-style-type: none"> • A document with the results of the findings analysis and recommendations for further development of the Portal 	New	
35. Establishment of a new discussion platform Faculty Inspiratorium and implementation of a pilot series of meetings of FF MU employees.	8,23,39	4Q/2023	<ul style="list-style-type: none"> • Dean • Head of Office for External Relations 	<ul style="list-style-type: none"> • Number of meetings implemented • Number of topics presented • Number of participants and participating departments 	New	Strengthening the possibilities of informal meetings and the development of internal faculty research cooperation. The aim is to get to know the faculty academic community better, to establish new contacts, to present ongoing research projects at the FF MU, and to discuss with colleagues across faculty units.

Note: Add as many actions are needed.

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

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

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed

an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles

The new [MU Selection procedure regulations](#), including all principles of OTM-R, were created and issued with effect from 1 January 2023.

The [Selection Procedures Rules at the FF MU](#) were created and issued with effect from 1 January 2023. The directive is the standard for open, transparent, and merit-based faculty selection procedures. Selection procedures are held for all positions. Possible exceptions are precisely defined. Clear procedures and deadlines are established. Rules for the balance of selection committees in terms of gender or expertise are specified. Personal data protection, protection of the rights of applicants, and the possibility to file complaints about the course or the result of a selection procedure are all regulated.

In accordance with the requirements of OTM-R, **standardized forms and templates** have been updated, and **training in the rules and process of the selection procedure** has been introduced for all members of selection committees in the form of e-learning. Online training was organized for heads of departments.

The **university e-application Jobs.MU, used for the recruitment process**, has been supplemented. The application is used not only by people involved in the recruitment process at the faculty but also by applicants when applying for the selection procedure.

A new [Careers](#) section was created on the faculty's website.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

URL: <https://www.phil.muni.cz/en/careers/selection-procedure-rules>