

TEMPLATE 4: ACTION PLAN

Case number: 2019CZ468290

Name Organisation under review: Masaryk University (MU) – Faculty of Informatics

Organisation's contact details: Faculty of Informatics, Botanicka 68a, 602 00 Brno, Czech Republic

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1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students, either full-time or part-time, involved in research	175
Who are international (i.e. foreign nationality)	49
Who are externally funded (i.e. for whom the organisation is host organisation)	0
Who are women	25
Who are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	43
Who are stage R2 = in most organisations corresponding with postdoctoral level	30
Who are stage R1 = in most organisations corresponding with doctoral level	102
Total number of students (if relevant)	2075
Total number of staff (including management, administrative, teaching and research staff)	273
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	15 456 415
Annual organisational direct government funding (designated for research)	2 542 225
Annual competitive, government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	3 562 490
Annual funding from private, non-governmental sources designated for research	0
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
Faculty of Informatics is one of the ten faculties of Masaryk University (MU). As a part of MU, its rights, responsibilities, and duties are given by Statute of the Faculty of Informatics. The process of HR policy is a part of both Masaryk University and the Faculty Long-term strategy. At the Masaryk	

University level, the coordinating body on HRS4R implementation has been set to help all faculties, not only in the process of implementation, but also in the preparation of policies and documents to improve work surroundings and working with human resources which can only be set and governed by MU.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four (4) thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects Research freedom Ethical principles Contractual and legal obligations Good practice in research Dissemination of results	Free text (maximum 500 words): Strengths The Faculty survey showed that the Faculty staff appreciate the level of the given research freedom at the Faculty. The Code of Ethics MU as internal regulation is implemented. The Code of Ethics, Article 16 Equal Opportunities Panel of MU, also addresses supervision of implementation and compliance with the principles of non-discriminatory behaviour. Intellectual Property Right protection and technology transfer is supported by the MU Center of technology transfer. The Personal data protection policy is implemented and supported by the MU Personal Data Protection Office. The Open Science activities are in place (project Open Access/Science MUNI, Repository MU) and the Faculty is fully involved in said activities. At the Faculty, the evaluation system of researchers is implemented and held regularly. Weaknesses Outcomes of the focus groups as well as the online questionnaire showed several cases of discrimination, specifically in a group of PhD students (R1) and women (R2-R4), especially in connection with the faculty evaluation/appraisal system.

	<p>The evaluation criteria from the evaluation system does not equally cover all parts of the work of the researcher; impact of the evaluation is mainly financial.</p> <p>Gender Equality Policy is not formally set and fully implemented.</p> <p>The complaints system is not written in a formal way and publicly available.</p>
<p>Recruitment and selection</p> <p>Transparency recruitment process</p>	<p>Strengths</p> <p>MU Recruitment regulation is implemented and the principles are gathered in the recruitment process at the Faculty.</p> <p>All job positions of researchers are publicly advertised in the native language, as well as in English, with detailed information such as job description, wage, demands, evaluation criteria, contact details, members of committee, and selection process information.</p> <p>Selection process is supported by use of an e-tool to minimize an administrative burden and to keep the selection process clear and transparent.</p> <p>If it is relevant to the job position, public lecture to the academic body is demanded in person at the Faculty.</p> <p>Weaknesses</p> <p>MU Recruitment regulation addresses the process of the selection procedure but is not relevant to any of OTM-R policy.</p> <p>The Faculty Career Code with given description of work positions is missing.</p> <p>Demands and expectations of the job position and also evaluation of the criteria are often too widely specified.</p> <p>The complaints/appeals system is not specified.</p> <p>Candidates who are not selected for the position, do not receive clear information on their weaknesses in comparison with the selected candidate.</p>

Working conditions	Strengths
Research environment	All professions are recognized in the Faculty's hierarchy. Employees are led through the faculty structure at every stage of their careers.
Evaluation system of the researchers	The Faculty evaluation system has been implemented as a part of the work conducted by researchers in 2011, the evaluation is held annually, as well as the revisions of the evaluation system.
Working conditions	The Faculty survey showed the Faculty staff appreciate:
Stability and permanence of employment	<ul style="list-style-type: none"> - Stability and permanence of employment - Working conditions which allow for a good work-life balance, supported with part-time positions, home-office, and flexible week schedule.
Funding and salaries	The conditions of wage policy are governed by Masaryk University's remuneration department. All social security provisions are strictly given by the national regulatory framework, with a few points provided by the internal regulations such as extra pay from the University's social fund.
Recruitment Code (is missing)	Gender balance and the principle of equal opportunities are mainly mandated by the government as well as internal regulations and initiatives (Code of Ethics, Article 16 Equal Opportunities Panel of MU, and the creation of MU Gender Equality policy).
Career development (Career Code is missing)	
Value of mobility	The staff have the right to participate in decision-making bodies, both at the Faculty and University level. The Academic Senate has an essential influence on the approval of the Faculty/University internal regulations and serves as a platform to express the opinions related to science, research, and management.
Teaching duties (layout between the researchers and Departments)	The management body of the Faculty is created through the decision of the Dean. The members of this said body encompass the Vice-Deans, the Heads of the Departments, Heads of the Academic Senate and its Student Chamber as well as others to form the Dean's Board.
Gender balance (in the research field of informatics)	
Seniority (how to understand/work with this principle?)	<p>Weaknesses</p> <p>Revision of the evaluation criteria used at the Faculty evaluation is needed, and with the aim to use the outcomes of the evaluation regarding career growth to be more in line with the Faculty Career Code.</p> <p>The internal Gender Equality Policy is not formally set and fully implemented.</p> <p>Gender balance in context of gender recognition in the Faculty is weakly communicated to the public.</p> <p>A feeling of no stability among researchers at their early stage with time-stipulated work contracts, especially funded under projects.</p>

	<p>Mobility is supported, but limited by teaching duties and, with exception of demands in habilitation and professorship processes, is not highly regarded.</p> <p>The evaluation criteria does not equally cover all aspects regarding the work of the researcher.</p> <p>Missing the formal description of the Faculty complaints system which is not publicly available.</p> <p>Missing the Faculty central project support office - the potential to join or coordinate big international projects is limited.</p>
<p>Training and development</p>	<p>Strengths</p> <p>At the Faculty, every employee is a member of an explicitly stated unit as stated in the work contract.</p> <p>Every unit, department, and lab has a Head who is responsible for the employee and provides supervision.</p> <p>PhD students are lead and work under their supervisor, who is often also a head of a unit (lab, Research Group typically).</p> <p>Senior researchers assume the role of supervisor naturally and the principle is also carried out in a formal way.</p> <p>Weaknesses</p> <p>The Faculty Career Code containing the career development paths with demands is not in place.</p> <p>The need for continuous support with teaching English to researchers (self-presentation, ability to lead the lessons in English, academic writing).</p> <p>Weak English skills of administrative staff.</p>

3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL: <https://www.fi.muni.cz/staff/office-for-rdprojects/hrs4r-hr-award/index.html.en>

Please fill in a summarized list of all individual actions to be undertaken in your organisation's HRS4R to

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester) or targeted time	Responsible Unit	Indicator(s) / Target(s)
Free text(100 words max)	Retrieved from the GAP Analysis			
Research work				
Open Science	8	11/2022	FI OpenScience Coordinator Working group Designated Vice-Dean Personnel office	Workshop/ training Relevant web link easily accessible to the Faculty staff
OTM-R policy, Recruitment				
OTM-R policy	11,12-15, 20, 21	06/2021 The approved document on the MU level. 11/2021 The Faculty internal guidelines.	FI in cooperation with MU	The internal OTM-R policy document relevant to the Masaryk University is implemented.

		<p>12/2021-1/2022 Training of the relevant staff.</p> <p>1/2022 The OTM-R policy document and the relevant Faculty documents available on the dedicated website.</p>		
The revision of MU Recruitment regulation in line with OTM-R	15	03/2022	<p>MU</p> <p>FI Working group</p> <p>Personnel office</p> <p>The main decision body: Steering Committee</p>	<p>The revised MU Recruitment Regulation is in place.</p> <p>The Faculty guidelines address the principles of the revised MU Recruitment Regulation implemented.</p>
The improvement of the Faculty recruitment process which will address: OTM-R principles, complaints system, career code.	12-21	<p>12/2021</p> <p>06/2022</p> <p>09/2022</p> <p>09/2022</p>	<p>FI Working group</p> <p>Personnel office</p> <p>Designated Vice-Dean</p> <p>The main decision body: Steering Committee</p>	<p>Indicator: The OTM-R policy document reflects the MU OTM-R policy document which will be implemented.</p> <p>An internal guide setting the principles and rules in line with the OTM-R policy document</p> <p>Report analysis of satisfaction and feedback from job applicants</p> <p>Feedback from members of selection committees</p>

		08/2022		<p>Templates gathering all necessary details to advertise the job position</p> <p>Template on providing feedback</p>
		08/2022		
To provide more information about the evaluation key criteria in the job advertisement consistent with the demands of the job position.	12, 16	08/2022	<p>FI/working group Personnel office</p> <p>Designated Vice-Dean</p> <p>The main decision body: Steering Committee</p>	<p>Templates gathering all necessary details to advertise the job position</p> <p>Template on providing feedback</p>
		08/2022		
Postdoctoral appointments	21	03/2022	<p>MU Office for Research & Science Personnel Office</p> <p>FI/working group Personnel office</p> <p>Designated Vice-Dean</p> <p>The main decision body: Steering Committee</p>	The position is described more detailed in the Faculty Career Code
Working conditions/surroundings				
To prepare the Faculty complaints system formally, with description of the process,	10, 11, 20, 32, 34	12/2021	FI Working group	The document has been approved and implemented, available on the dedicated web link

responsibilities, and duties.			Personnel office The main decision body: Steering Committee	To describe the complaints process formally and publicly 100 % of staff is informed
To prepare the Faculty Career code.	11-14, 16, 20, 21, 24, 25, 28, 29, 33, 38, 40	04/2022	FI Working group Personnel office The main decision body: Steering committee	Career code of the Faculty of Informatics describes all types of positions, as well as gathers information about the possibilities of the career growth. An internal guide setting OTM-R policy of MU 100% of staff is informed
To describe and set onboarding process.	24, 28, 40	04/2021	FI working group Personnel office The main decision body: Steering committee	The document which has been approved and set in place addresses: - the written responsibilities and duties of relevant staff The list of necessary information for every job position
To set an office for central project support.	23, 24	06/2021	FI The main decision body: Steering Committee	The office is set in the organizational scheme of the Faculty, and is functional.
To regularly inform the staff about the HR process and outputs		regularly	FI Working group	Improved HR related website

				80 % of staff is informed about the existence of such website
To strengthen the use and learning of English	24, 38, 39	11/2022	FI Working group Personnel office The main decision body: Steering committee	67 % of the Faculty relevant documents are in English. Language courses offered by the MUNI Center language center.
Ethics				
Gender Equality Policy	27	11/2021 03/2022 03/2022 11/2022 09/2022	MU FI Working group Personnel office The Faculty promotion managers	The MU policy document has been approved and implemented. An internal guide setting the principles and rules in line with the MU GE Policy document When Gender Equality policy will be prepared, then principles will be updated in current documents at the Faculty Popularization actions to inform and communicate the success of women in the field of informatics. The satisfaction survey on working conditions of women

Evaluation/appraisal system				
Evaluation system Revision of the evaluated criteria.	11, 24, 20, 33	03/2022 09/2022	FI Working group Designated Vice-Dean The main decision body: Steering committee	Revision of the evaluation criteria Evaluation held according to the revised criteria Satisfaction survey
Evaluation system To tie the results of the evaluation more strongly in career growth.	11, 24, 20, 33	03/2022 03/2022 09/2022	FI Working group Personnel office Designated Vice-Dean The main decision body: Steering committee	The system is in practice by using the Faculty evaluation system more effectively as a motivational point, mainly in the career growth. The Career code of the Faculty of Informatics describes all types of positions, as well as gathers information about the possibilities of career growth Satisfaction survey
Career and professional development				
The Faculty Career code tied together with the evaluation system.	38	03/2022	FI Working group Personnel office The main decision body:	The principles of the evaluation will be part of the work contract.

			Steering committee	
To inform about educational offers of internal and external offices/ companies more systematically.	39	continuously	FI Working group Personnel office	HR weblink as the direct channel with relevant information.

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

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

Faculty of Informatics is one of the faculties of Masaryk University with rights, responsibilities and duties given by Statute of the Faculty of Informatics. An agreement has been reached at Masaryk University that, prior to the implementation of the OTM-R policy at the individual faculties, a unified OTM-R policy valid for the whole Masaryk University will be designed by the University Personnel Management Office, which is also the main coordinating body in the HRS4R process. The OTM-R policy drafting will be supported by the Faculty representatives and when the OTM-R policy is to be implemented, the Faculty documents will address the principles in internal documents. The OTM-R policy will set out OTM-R procedures and practices for all types of positions. Relevant parts will be published online at web of the Faculty and implemented in relevant processes. The Faculty working group has provided the first inputs to the overview the current state.

4. IMPLEMENTATION

General overview of the expected implementation process:

The Faculty Survey showed a few important and critical points that the Faculty has to reflect upon:

- To join and be active in the process of preparing OTM-R policy at Masaryk University.
- To prepare the Faculty Career Code.
- To make a revision of the evaluation criteria.

- To describe the complaint system formally and make it publicly available.
- To describe and set in place the onboarding process.
- To strengthen the use of English.
- To set the Faculty central project support office.

The implementation at the Faculty will be carried out on two levels (the University and Faculty level) as the result of given responsibilities and duties by the Status FI.

At the Faculty, the Steering Committee, which has been established and fully involved in the initial phase, will also oversee the implementation phase. Stakeholders have been part of the Faculty survey, which was held in two steps (focus groups and the online questionnaire), and this framework, evaluated as functional and meaningful, will be also used in the implementation phase.

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

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	The Working Group will continue in implementation of the proposed actions. The Steering Committee has been the main decision body in the initial phase as well as in the implementation phase. The discussion on working papers and outputs prepared by the Working Group will be overseen by the Steering Committee as so far. The Steering Committee regularly meets once a month with two of its members also in the Working Group; these two individuals inform the other members of the Steering Committee regularly regarding their progresses.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	<p>Communication and dissemination of the action plan will be conducted as follows:</p> <p>Working Group – meets periodically in person, working on documents and implementation, regularly reports to the Steering Committee and staff.</p> <p>Focus groups – the representatives of employees R1-R4 will be part of the discussion on working documents in process and on final versions.</p>

	<p>Steering Committee – meets once a month at least, two members of the working group as well as the Faculty management are the members of the body and have a full competency to inform about the proposals, process, and progress in implementation.</p> <p>Regularly updated the Faculty HRS4R website</p> <p>The online questionnaire – open to all employees with the aim to check how the working conditions have changed from the survey held in the initial phase and how the process and measures of implementation are taken.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation’s research strategy, as the overarching HR policy.</p>	<p>The HRS4R is a part of the Faculty Strategy and it is set in the Faculty organizational structure.</p> <p>The implementation will be carried out on two levels – the University and Faculty level. At the Masaryk University level, the HRS4R coordinating body has been set, with the Faculty working group in regular contact. HRS4R is acknowledged as a priority in Human Resources for both the University and Faculty Long-term strategy of 2020 as well as the proposal of 2027, and integration is assured by involvement of relevant staff as members of the Steering group and Working Group.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>On the Working Group side, the implementation process will be regularly consulted and overseen by relevant stakeholders involved in the Steering Committee, focus groups, and questionnaire survey.</p>
<p>How will you monitor progress (timeline)?</p>	<p>The process is the responsibility of the working group. The Working Group will prepare and implement policy in line with the statements from the Steering Committee, according to the action plan, and regularly report to staff via HRS4R website and in-person. The Steering Committee is the main decision body and its role is to prevent risk, eliminate problems, and hold the process and proposals in line with the Faculty policy to achieve approved outputs set in the action plan.</p>

How will you measure progress (indicators) in view of the next assessment?	Indicators are stated for all planned actions which are set in the action plan and will be evaluated by the monitoring and steering committee.
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Additional remarks/comments about the proposed implementation process:

The Faculty of Informatics is one of the ten faculties of Masaryk University (<https://www.muni.cz/en/about-us/organizational-structure>) founded in 1994 as the first informatics faculty in the Czech Republic. Today the Faculty provides study programmes for about 2,000 students, both in Czech and English. In cooperation with industrial partners located in the science and technology park on the Faculty campus, research is led in 20 laboratories equipped with modern facilities. The Faculty of Informatics' rights, responsibilities, and duties are given by the Statute of Masaryk University and the Statute of the Faculty of Informatics as a part of Masaryk University. The process of HR policy is a part of both Masaryk University and the Faculty's Long-term strategy with the coordinating body on HRS4R implementation set at the Masaryk University level. The role of the coordinating body on HRS4R is to help all faculties not only in the process of implementation, but also to prepare policies and documents to improve working surroundings and working with Human Resources, which can only be set and governed by Masaryk university as an institution.