

TEMPLATE 4: ACTION PLAN

Case number: 2019CZ470042

Name Organisation under review: Masaryk University, Faculty of Social Studies

Organisation's contact details:

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SUBMISSION DATE: 9/12/2020

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	245
Of whom are international (i.e. foreign nationality)	31
Of whom are externally funded (i.e. for whom the organisation is host organisation)	
Of whom are women	100
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	65
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	80
Of whom are stage R1 = in most organisations corresponding with doctoral level	65
Total number of students (if relevant)	3250
Total number of staff (including management, administrative, teaching and research staff)	301
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	12 857 000 EUR
Annual organisational direct government funding (designated for research)	2 476 000 EUR
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2 443 000 EUR
Annual funding from private, non-government sources, designated for research	26 000 EUR
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
The Faculty of Social Studies of Masaryk University currently has 3 250 students, 7 departments, 2 institutes and 1 office. Those interested in studying can choose from a wide range of bachelor's,	

master's and doctoral study programmes, which are offered in both Czech and English. The Faculty of Social Studies is one of the three youngest faculties of Masaryk University, established in 1998. Masaryk University includes a total of 10 faculties, 2 institutes, 10 other units and 3 specialized units.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

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

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>STRENGTHS</p> <p>Freedom of research at universities in the Czech Republic is stipulated by the Higher Education Act and is an integral part of the philosophy of Masaryk University. The Higher Education Act supplements the statutes of Masaryk University and the Faculty of Social Studies. These documents declare freedom of science, research and artistic creation. The Faculty of Social Studies (hereinafter referred to as the FSS) places great emphasis on equal opportunities in the area of research freedom, and prepares tools for the evaluation of targeted support programmes for research, development and innovation using the M 17+ Methodology.</p> <p>Employees of Masaryk University (hereinafter referred to as MU) have the opportunity to resolve intellectual property rights in cooperation with the MU Technology Transfer Office.</p> <p>Ethical principles and procedures for researchers and scientists are uniformly included in the MU Code of Ethics. Employees have the opportunity to use the following committees to address specific ethical issues: The Ethics Board at FSS, Ethics Board at MU and the MU Research Ethics Committee, which are an integral part of the system for quality assurance and compliance with ethical standards in research at MU.</p> <p>Researchers at FSS are obliged to ensure the registration of their results (publications) in the Information System MU (IS MU).</p> <p>The FSS has prepared and published strategic goals and regulations in the field of research. Without knowledge of the strategic goals, funding mechanisms, legal analysis and contractual conditions, it is not possible</p>

	<p>to start any research project at the faculty level.</p> <p>The effective use of funds for research is described in the MU Code of Ethics and other internal regulations of MU and FSS. Financial control at the faculty is provided in cooperation with the faculty bursar, the Finance Office, and the Office for Research and Project Support. Regular financial inspections and audits take place at the faculty's units.</p> <p>The university has developed regulations and methodological guidelines for using secure working procedures, including the necessary health and security measures associated with information technology and the use of online storage.</p> <p>Since 2019, all researchers at FSS have had their Researcher ID.</p> <p>The new MU Strategic Plan 2021-2028 is being prepared and is going to reflect HRS4R. The FSS Strategic Plan 2021-2028 will be in accordance with this new MU Strategic Plan.</p> <p>Open Science:</p> <p>Currently, there is an ongoing revitalization of Open Science (Open Access + Open Data) at MU within the HR4MUNI OA project, the aim of which is to set a new university-wide strategy, i.e. a university-wide goal in the implementation of which the FSS participates.</p> <p>The faculty, in cooperation with the university, organizes regular events that acquaint the public (groups from juniors to seniors) with research practice. Researchers from the Faculty of Social Sciences regularly present their specialist topics in the media.</p> <p>The MU Code of Ethics mentions supervising the application and observance of the principles of non-discrimination and equality at MU, which is performed by the MU Equal Opportunity Panel, which is a permanent advisory body of the MU Rector. Three focus groups were organized at the FSS to examine the principle of non-discrimination.</p> <p>MU has an established electronic tool for the evaluation of academic staff – EVAK. The aim of this tool is to simplify the entire evaluation process and minimize the administrative burden on the evaluators and evaluated employees. Remuneration of employees is regulated by the MU Internal Wage Regulations.</p> <p>WEAKNESSES:</p> <p>Not all documents at FSS are available in English.</p> <p>FSS employees are not sufficiently acquainted with ethical principles in</p>
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	<p>research, intellectual property rights, strategic regulations, and other important documents.</p> <p>There is no faculty document/rules for research approval at FSS.</p> <p>There is no clearly established system for training employees in areas such as ethical principles in research, intellectual property rights, handling personal data and the security of data use and storage, or other legal areas related to science and research.</p> <p>There is a lack of structured information and training related to project administration and the strategic goals of MU and FSS.</p> <p>The FSS lacks a unified strategy to support the popularization of science and research by faculty staff.</p> <p>Little acquaintance of researchers with the services of the MU Technology Transfer Office (TTO MU).</p> <p>Insufficient support for researchers with parental and caring responsibilities during the entire course of their careers.</p> <p>The evaluation system is not linked to the further education of employees. There is no evaluation system for administrative employees, and senior employees are not trained in conducting evaluation interviews or giving feedback to employees.</p> <p>The focus groups organized at the faculty identified low support for employees after returning from parental leave as another weakness of the faculty.</p> <p>More details:</p> <p><u>ACT NO. 111/1998 ON HIGHER EDUCATION INSTITUTIONS AND AMENDEMENTS</u></p> <p><u>MU Statutes</u></p> <p><u>MU Academic and professional employee code of ethics</u></p> <p><u>MUNI FSS Office for Researcher and Project Support</u></p> <p><u>MUNI Technology Transfer Office</u></p> <p><u>Open Science on MUNI</u></p> <p><u>Equal Opportunity Panel of the MU</u></p>
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<p>Recruitment and selection</p>	<p>STRENGTHS:</p> <p>The general process of admitting academic employees at the FSS is regulated by the Regulations on Competitive Selection Procedures at Masaryk University. These regulations also describe, in part, the composition and activities of the selection committee. The recruitment of new employees at the FSS for positions R1–R4 and the position PostDoc is ensured by the personnel office of the faculty in cooperation with the specific unit for which a selection procedure is announced. The FSS personnel office uses a uniform template for advertising vacancies.</p> <p>The FSS does not have a detailed manual based on the OTM-R policy, but the selection procedures do reflect principles such as gender, age diversity, etc.</p> <p>All personal dispositions are taken into account at the FSS when hiring a new employee, together with their professional education and experience. To select the most suitable candidate, the candidate’s overall competence is taken into account (skills, number of publications, work in a team, independence, creativity, experience in project management, etc.).</p> <p>Applicants for job positions at the faculty submit a CV, or a cover letter, and a copy of the required documents, all online.</p> <p>The FSS places great emphasis on foreign mobility. Foreign mobility is mandatory for all Ph.D. students.</p> <p>At the faculty, each PostDoc candidate goes through a two-round selection procedure. There is a template for advertising PostDoc positions, which is used by the personnel office at the faculty.</p> <p>Recognition of the qualifications of researchers is governed by the Higher Education Act, and is also based on the Convention on the Recognition of Qualifications concerning Higher Education in the European Region.</p> <p>During the selection procedure at the faculty, professional qualifications and professional education (document on the highest completed education) are taken into account, and subsequently the most suitable candidate is selected.</p> <p>WEAKNESSES:</p> <p>At the Faculty of Social Studies it is necessary to innovate selection procedures so that they are in accordance with the OTM-R policy and with the updated Regulations on Competitive Selection Procedures.</p> <p>The FSS does not have an instructive document (template) for hiring</p>
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	<p>new employees (during selection procedures) at the faculty.</p> <p>Not all senior employees at the FSS are sufficiently trained in the management of the selection procedure or participation in the selection committee.</p> <p>The faculty does not have a defined PostDoc role, including its scope of work and career development, in any of the internal regulations of the FSS.</p> <p>There is insufficient advertising of vacancies on job portals, including foreign portals.</p> <p>At the FSS there are no career rules for positions R1–R4.</p> <p>During selection procedures, candidates are not informed about the career prospects within the offered position, and there is no set selection procedure control system.</p> <p>More details:</p> <p>Regulations on Competitive Selection Procedures at Masaryk University</p>
Working Conditions and Social Security	<p>STRENGTHS:</p> <p>Working conditions in the Czech Republic are clearly defined in the Labour Code and, for the needs of the faculty, are supplemented by the MU Collective Agreement and other MU regulations. Masaryk University is an attractive employer and the second largest employer in the South Moravian Region. Faculty employees can make use of flexible working hours, combining, for example, caring for children with a part-time workload, and can take advantage of home office.</p> <p>The FSS has a barrier-free entrance to the building. The length of holiday is 8 weeks for researchers and 6 weeks for administrative employees.</p> <p>In the focus groups, the informal babysitting in the faculty premises, as well as the flexible working hours of employees, were evaluated very positively by the researchers.</p> <p>Due to the multi-source financing of economic centres and the high contribution to the faculty budget from project applications, employees in research positions working on projects have a fixed-term employment contract, which is enabled by Czech legislation and the Labour Code.</p> <p>Employees with a fixed-term employment contract are treated as favourably at the faculty as those employees with an employment</p>

	<p>contract for an indefinite period. In other words, these employees have the same benefits during their employment as employees with an indefinite employment contract.</p> <p>Wages are defined by the Internal Wage Regulation. Researchers' salaries consist of a wage scale, personal evaluation and other financial bonuses.</p> <p>Social security such as sickness benefits, child allowances and old-age pensions are provided by state legislation and the MU Collective Agreement.</p> <p>The university guarantees its employees the regular payment of wages and a personal evaluation.</p> <p>The MU Academic and Professional Employee Code of Ethics contains Article No. 16, setting out the MU Equal Opportunities Panel, which further supplements the MU Instruction No. 1/2016 – Rules of Procedure of the Equal Opportunities Panel.</p> <p>60% of employees at the FSS are male researchers and 40% are female researchers.</p> <p>Managing positions at FFS offices and institutes are held 33% by women, and 32% of members of the Scientific Board of the Faculty are women.</p> <p>The career development of individual researchers is supported at the faculty regardless of the contractual situation of the researcher.</p> <p>Work and scientific research activities are also supported by the Information and Communication Technologies Centre and the Central Library of the FSS. The Information and Communication Technologies Centre provides technical support for teaching, science and research, data collection and, last but not least, independent student work. It provides an installation, administration, warranty and post-warranty service for hardware, software and audio-visual equipment. The Central Library of the Faculty of Social Studies provides students and employees with comprehensive support for study and research. It offers its users an extensive collection of expert literature from all fields, provides access to expert electronic resources, and offers facilities for quiet and undisturbed study, as well as space for teamwork.</p> <p>The faculty also makes the work environment accessible to differently abled employees, and supports the return of parents to work. For this purpose, it uses space modifications, and especially the possibilities of part-time and shared jobs.</p> <p>International mobility is highly valued at the faculty. There are various</p>
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	<p>international programmes at MU and the faculty, e.g. Erasmus + is offered to all researchers and administrative employees to share foreign experience and examples of good practice.</p> <p>MU has the Centre for International Cooperation (hereinafter referred to as CIC MU), which offers teaching stays and research stays for MU employees abroad, and the MU Language Centre.</p> <p>MU offers the services of the Career Centre, which primarily focuses on helping students find work, but also organizes training and counselling for MU employees, although these trainings and workshops are not promoted enough.</p> <p>The basic principles of intellectual property management are dealt with at MU in the Rector's Directive on the Protection of Intellectual Property. The MU Technology Transfer Office focuses on intellectual property rights and copyright.</p> <p>The FSS has sufficiently divided decision-making powers: The Academic Senate of the FSS, in which members are elected (from among employees and students), elects the dean of the faculty. The Academic Senate of the Faculty of Social Sciences has decision-making rights at the faculty; five employees of the faculty are also members of the Academic Senate of MU.</p> <p>WEAKNESSES:</p> <p>The FSS does not have a competency model for researchers in positions R1–R4 and Ph.D. students.</p> <p>Employees have little acquaintance with the benefits of the faculty.</p> <p>Low representation of women in higher research positions.</p> <p>The evaluation system is not linked to the further education of employees. There is no evaluation system for administrative employees, and senior employees are not trained in conducting evaluation interviews or giving feedback to employees.</p> <p>There is no position of mentor at the faculty who would motivate researchers and contribute to reducing uncertainty about their professional futures.</p> <p>Little acquaintance of researchers with the services of the MU Technology Transfer Centre.</p> <p>There is no defined amount of pedagogical activities at faculty units for positions R1–R4 and Ph.D. students.</p> <p>Insufficient offer for developing the pedagogical competencies of</p>
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	<p>researchers.</p> <p>Insufficient acquaintance of faculty employees with the system for filing complaints.</p> <p>The focus groups organized at the faculty named the following weaknesses: low support for employees returning after parental leave, and low support for new employees.</p> <p>More details:</p> <p>LABOUR CODE No. 262/2006 Coll.</p> <p>Pedagogical Competence Development Centre</p> <p>MUNI Language Centre</p> <p>Centre for International Cooperation</p> <p>MUNI Career Centre</p> <p>MU Directive No. 1/2016 Submitting and processing complaints at MU</p>
<p>Training and development</p>	<p>STRENGTHS:</p> <p>Each FSS employee has an assigned senior employee or supervisor.</p> <p>There is a set structure for the system of control of researchers at MU. Supervision is entrusted to the head of the research unit, who annually checks the work of individual employees, evaluates them, and sets a new plan of activities for researchers in the university system EVAK (Evaluation of Academic Staff).</p> <p>The MU Code of Ethics regulates continuous self-education and developing the skills of a university teacher and a researcher in general. The MU Employment Code obliges employees to increase their qualifications and participate in prescribed trainings.</p> <p>Doctoral students and employees have the opportunity to participate in seminars at MU and increase their pedagogical skills, for example in the Pedagogical Competence Development Centre. Other services offered by MU are the Service for the Support of Publishing Activities and the Language Centre.</p> <p>The system of continuous development and training of researchers is currently being addressed at the university level in the Personnel Management Office.</p> <p>At some faculty units there is professional guidance of young researchers, but it is not set up systematically.</p>

	<p>A supervisor is assigned for each doctoral student.</p> <p>WEAKNESSES:</p> <p>The questionnaire survey shows that the faculty does not provide a mentoring system that offers sufficient support to researchers at the beginning of their careers.</p> <p>The FSS does not offer training to doctoral student supervisors or new employees.</p> <p>The FSS lacks a mentor as well as a manual for mentors which would describe the work of the mentor and take this activity into account in evaluations.</p> <p>The work of supervisors is not systematically monitored at the FSS.</p> <p>There is no comprehensive concept of further education and development for all researchers and Ph.D. students.</p> <p>There is no concept of further education and development for senior employees.</p> <p>Insufficient time flexibility of supervisors.</p> <p>There is no manual for Ph.D. students.</p> <p>The focus groups organized at the faculty identified unsystematic work with Ph.D. students as another weakness of the faculty.</p> <p>More details:</p> <p>MU Academic and professional employee code of ethics</p> <p>Pedagogical Competence Development Centre</p>
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3. ACTIONS

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

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

<https://www.fss.muni.cz/en/faculty-of-social-studies/about-us/hr-award/outputs-and-documents>

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

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>1. Internationalization</p> <p>Targets:</p> <ul style="list-style-type: none"> • Integration of foreign employees and more frequent use of the English language. • Translation of all faculty documents (guidelines, regulations, websites and others). 	1,4	Q1/2021 - Q4/2022	The Vice-Dean for Internationalization and Student Affairs and the HR Manager in cooperation with the faculty management	<ul style="list-style-type: none"> • Translation of 100% of documents related to the activities of academic and research employees • Web link
<p>2. Create an employee training system</p> <p>Targets:</p> <ul style="list-style-type: none"> • Regularly acquaint employees with the ethical principles and standards of MU and the FSS. • Acquaint employees with information about intellectual property and work procedures for the effective financial management of projects. • Train employees in GDPR and the secure use of online storage. • Acquaint researchers with commercialization and access to research results. • Acquaint employees with MU services. • Educate senior 	2,6,7,8,31,36,37,38	Q2/2021 - Q2/2022	The HR Manager and the project group in cooperation with the faculty management	<ul style="list-style-type: none"> • Number of implemented trainings and trained employees

<p>employees in managerial skills. Educate mentors, doctoral student supervisors, and new employees about FSS procedures.</p>				
<p>3. Professionalize project management and administration</p> <p>Targets:</p> <ul style="list-style-type: none"> Establish rules for approving research at the faculty outside the activities of the Ethics Committee. Revision of current practice and reduction of the administrative activities of researchers. 	4	Q3/2021 - Q4/2022	The Vice-Dean for Research and Doctoral Studies and the Vice-Dean for Strategy and Development in cooperation with the project group and the faculty management	<ul style="list-style-type: none"> Manual Feedback of employees
<p>4. Develop a "Package of Regulations"</p> <p>Targets:</p> <ul style="list-style-type: none"> Draw up all the legal foundations and workflow systems into one clear map on the faculty website, which will clearly refer to current information for solving specific issues. 	4,5,9,23,24,34	Q1/2021 - Q1/2022	The project group in cooperation with the faculty management	<ul style="list-style-type: none"> Web link Feedback of employees
<p>5. Discrimination</p> <p>Targets:</p> <ul style="list-style-type: none"> Establish internal transparent procedures and rules for dealing with discrimination cases, and tools to help when discrimination cases occur. Make the document Submitting and Processing Complaints at MU accessible on the faculty's website. Establish a procedure for obtaining feedback from employees on 	10,27,34	Q1/2021 - Q1/2022	The project group in cooperation with the faculty Personnel Office, faculty management and the RMU Personnel Management Office	<ul style="list-style-type: none"> Web link Feedback of employees Statistics

<p>senior employees.</p> <ul style="list-style-type: none"> • Systematically support researchers and employees with parental and caring responsibilities. • Apply the university's Gender Equality policy at the faculty level. Strengthen and develop conditions for equal opportunities for women and their involvement in higher research positions. 				
<p>6. Support for new employees</p> <p>Targets:</p> <ul style="list-style-type: none"> • Acquaint new employees with important documents that facilitate orientation in the processes and systems of MU and the FSS. • Acquaint new employees with work procedures, internal regulations, and legal regulations that are related to work activities at the faculty. Provide adequate support to young researchers or new employees and appoint a mentor to accompany them. 	5,8,23,36	Q1/2021 - Q2/2022	The project group in cooperation with the faculty management	<ul style="list-style-type: none"> • Number of trained employees • Number of implemented trainings • Number of mentors
<p>7. Create a portal offering further training and development for employees</p> <p>Targets:</p> <ul style="list-style-type: none"> • Create a training system for researchers in positions R1–R4. • Create a training system for senior employees. • Revise and supplement 	5,31,33,37,38,39	Q3/2021 – Q4/2022	The project and working group in cooperation with the faculty management	<ul style="list-style-type: none"> • Portal • Web link • Number of trainings • Number of trained employees

<i>the possibilities of further education for all researchers and Ph.D. students.</i>				
<p>8. Promotion</p> <p>Targets:</p> <ul style="list-style-type: none"> • Use modern tools to promote the results of FSS researchers to the public. • Compile an overview of employee benefits, and promote and update them more. • Acquaint FSS employees with MU units, e.g. Pedagogical Competence Development Centre "CERPEK". 	8,9,24,33	Q2/2021 - Q1/2022	The Vice-Dean for Internal and External Communication in cooperation with the HR Manager and the faculty management	<ul style="list-style-type: none"> • Web links • Informing employees, meetings • Feedback of employees
<p>9. Internal communication</p> <p>Targets:</p> <ul style="list-style-type: none"> • Organize regular meetings of employees and acquaint them with the news, strategic plans, new methodologies, benefits, etc. • Create a faculty strategy for acquainting employees with the scientific results being produced at the FSS. 	9, 24	Q1/2021 - Q2/2022	The Vice-Dean for Internal and External Communication in cooperation with the HR Manager and the faculty management	<ul style="list-style-type: none"> • Web links • Invitations • Videos • Photo-documentation • Leaflets
<p>10. Evaluation of employees</p> <p>Targets:</p> <ul style="list-style-type: none"> • Train senior employees in conducting evaluation interviews. • Link the evaluation system with the further development and training of employees. • Develop a guideline for the evaluation of FSS administrative employees and implement transparent 	11,26,34	Q1/2021 - Q1/2022	The project and working group in cooperation with the faculty management	<ul style="list-style-type: none"> • Tables • Document • Number of evaluated employees

<p><i>motivation bonuses into the evaluation system.</i></p> <ul style="list-style-type: none"> • <i>Create a motivation reward system that will reflect teaching, employee innovation, training participation, and employee engagement.</i> • <i>Link employees remuneration more with employee evaluation in the EVAK system and set up transparent evaluation processes.</i> 				
<p>11. Define the amount of workload</p> <p>Targets:</p> <ul style="list-style-type: none"> • <i>In the guidelines, define the work activities (research, scientific and pedagogical) for researchers in positions R1–R4 and Ph.D. students.</i> 	22	Q3/2021 - Q3/2025	<i>The faculty management in cooperation with heads of departments and units</i>	<ul style="list-style-type: none"> • <i>Guidelines</i>
<p>12. Creating a system for mentoring</p> <p>Targets:</p> <ul style="list-style-type: none"> • <i>Establish, name and specify the position of mentor (mentors will provide support and advice for the personal and professional development of researchers, will motivate them and contribute to their professional security).</i> • <i>Provide adequate support for young researchers and new employees.</i> 	28,36,40	Q4/2021 - Q4/2025	<i>The project group and working group in cooperation with the faculty management</i>	<ul style="list-style-type: none"> • <i>Document</i> • <i>Link</i> • <i>Statistics</i>
<p>13. Create a manual for mentors</p> <p>Targets:</p> <ul style="list-style-type: none"> • <i>Describe the work</i> 	36, 37	Q1/2022 - Q3/2022	<i>The project group in cooperation with the faculty management</i>	<ul style="list-style-type: none"> • <i>Document</i> • <i>Statistics</i> • <i>Feedback of employees</i>

<ul style="list-style-type: none"> activities of a mentor. Monitor the quality of supervisors and their communication with students. Implement restrictions on the number of supervised doctoral students and reduce the overloading of supervisors. 				
<p>14. Create a manual for Ph.D. students</p>	4, 10, 28, 31, 36, 40	Q1/2021 - Q3/2022	The Vice-Dean for Research and Doctoral Studies in cooperation with the project group, the HR Manager and the faculty management	<ul style="list-style-type: none"> Document
<p>15. Define the PostDoc position</p> <p>Targets:</p> <ul style="list-style-type: none"> Including the scope of work and career development. Set the conditions and system of care for foreign PostDocs. Transform the project definition into a binding document. 	21	Q4/2021 - Q4/2025	The faculty management in cooperation with the personnel office, the HR Manager and the RMU Personnel Office	<ul style="list-style-type: none"> Document

<p>OTM-R</p> <p>Develop a faculty manual for the recruitment and selection of new employees</p> <p>Targets:</p> <ul style="list-style-type: none"> Reflect the OTM-R policy (it will define the rules and evaluation criteria for the selection procedure, include an evaluation of merits, career breaks, etc.) Enshrine the manual in 	12,13,14,15,16,17	Q2/2021 - Q4/2021	The Project Working Group in cooperation with the RMU Personnel Management Office	<ul style="list-style-type: none"> Document
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<ul style="list-style-type: none"> the faculty regulations. The manual will be publicly available on the FSS website and will have an English version. 				
OTM-R Prepare a manual – Career Regulations for Researchers at the FSS in cooperation with a university-wide measure.	12,13,14,15,16,17	Q3/2021 - Q4/2022	The HR Manager in cooperation with the faculty Personnel Office and the RMU Personnel Management Office	<ul style="list-style-type: none"> Career Regulations
OTM-R Create a system of advertising vacancies on job portals, including foreign portals.	12,13	Q1/2021 - Q4/2021	The Project Working Group	<ul style="list-style-type: none"> Document
OTM-R Implement training for senior employees Targets: <ul style="list-style-type: none"> Qualified participation in selection committees. Set clear rules for the selection committee to assess the merits and advantages of candidates. 	12,13,14,15,16,17	Q2/2021 - Q2/2022	The Project Working Group	<ul style="list-style-type: none"> Number of trainings per person
OTM-R Develop an online questionnaire to obtain feedback from candidates about the selection procedure.	12,13,14,15,16,17,34	Q1/2021 - Q2/2021	The Project Working Group	<ul style="list-style-type: none"> On-line questionnaire Statistics

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

The shared goal of the FSS in cooperation with MU is to update the Regulations on Competitive Selection Procedures at Masaryk University as part of introducing the HR Award. In order for the amended Regulations on Competitive Selection Procedures to be valid, they must be updated at the university level, approved by the MU Academic Senate and subsequently registered at the Ministry of Education, Youth and Sports.

Reflecting the OTM-R policy at the FSS (in cooperation with the university) is one of the main goals to which the faculty commits itself in the action plan. The current Regulations on Competitive Selection Procedures at Masaryk University, which the faculty follows when recruiting new employees, need to be updated and supplemented according to the principles of the HR Award and modified to be in accordance with the OTM-R policy. In the area of recruiting researchers, the faculty has not drawn up a methodology that would facilitate recruitment. An elaborated faculty methodology for the recruitment and selection of researchers will serve to simplify the administrative agenda and will clearly define the methods and criteria of evaluation in selection procedures. It will also serve to make recruitment more transparent and to keep statistics. The faculty manual for recruiting new employees will be publicly available and will have an English version.

Another important step in the area of OTM-R policy will be the training of members of the selection committee, and the systematization of the method of advertising job vacancies on Czech and foreign job portals.

As part of the OTM-R policy, in cooperation with the university it will be necessary to draw up Career Regulations for researchers at the faculty. There is a coordination group at the RMU level that undertakes to develop Career Regulations for researchers.

The position of PostDoc will be defined within the faculty and the university OTM-R policy. Specifically, the job responsibilities and career development of this position will be described, and the conditions and system of care for foreign PostDocs will be set.

Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

As stated in the Action Plan, our faculty is now working on OTM-R policy, which means that at the moment the available document is MU Selection Procedure Regulations:

URL:

https://is.muni.cz/do/mu/Uredni_deska/Predpisy_MU/Masarykova_univerzita/Vnitri_predpisy_MU/Rad_vyberoveho_rizeni/Rad_vyberoveho_rizeni_Masarykovy_univerzity_ucinny_od_5._1._2018_.pdf?info=1

4. IMPLEMENTATION

General overview of the expected implementation process:

Within Masaryk University, the HR Award certificate has been awarded to the Faculty of Science and the CEITEC research institute. The Faculty of Social Studies of Masaryk University is therefore entering the process independently, and undertakes to implement its commitments from the action plan. The HRS4R faculty strategy is in accordance with the faculty's and university's strategic plan. The Faculty of Social Studies strives to introduce HRS4R with the financial support of the European Union project Development of Human Resources and Other Strategic Areas for Research Support at MU (HR4MU11). The aim is to set strategic human resource management, technology transfer, open access, and the popularization of science at the faculty and university level.

The Faculty of Social Studies is the third youngest faculty of Masaryk University, established in January 1998. From the point of view of the MU Organizational Rules, the faculty represents an independent unit that autonomously manages its allocated budget. It is declared a research faculty, where scientific and educational goals and activities are closely interwoven. Internally, it is divided into departments (7) and research units (3). This structure enables the close and effective interconnection of research and educational activities in all social sciences that are pursued at the faculty (i.e. psychology, sociology, social policy and social work, political science, international relations and European studies, environmental studies, media studies and journalism). The faculty provides a prestigious, university-type education in the social sciences for a total of 3250 of students.

The Faculty of Social Studies is a young faculty. It is governed by extensive university regulations and strategies, which are supplemented by faculty regulations for social science purposes.

The filling of newly created job positions takes place in accordance with the regulations of Masaryk University.

At the faculty level, three HR Award working groups have been set up.

The **HR Working Group**, which consists of the representatives of researchers in positions R1–R4 from all departments and institutes. This working group participated in the preparation of the GAP analysis and action plan in cooperation with the HR Manager.

The **HR Project Group** provides the personnel agenda and project outputs HRS4R.

The **Steering Committee** (faculty management) guarantees the implementation of the proposed activities in accordance with the strategy of the faculty. The implementation of specific proposals of the faculty's action plan will be managed in cooperation with the faculty bursar, the Steering Committee, the HR Manager, the Working Group and the Project Group.

Also, there is a Working Group of MU HR managers which consists of representatives of all MU faculties, institutes and the RMU Personnel Management Office. Together they discuss and prepare materials for a unified HRS4R strategy at the university level.

The FSS GAP analysis was prepared on the basis of the results of an online questionnaire survey, which was prepared and sent to all faculty employees (211 researchers with a return rate of 49.8%, Ph.D. students with a return rate of 10.1%, and administrative employees with a return rate of 70.3%). The questionnaire was designed by a group of experts and representatives from several faculties at the university level. The Faculty of Social Studies was represented by 3 experts (the Vice-

Dean for Strategy and Development and two researchers from the Department of Sociology). The final version of the questionnaire was revised by the faculty Working Group. The faculty questionnaire had an English version and an abbreviated version for administrative staff. The results of the questionnaire survey were supplemented by the information from organized focus groups examining the principle of non-discrimination.

The proposed actions are mainly planned for a two-year period; after this period, a new questionnaire survey will be conducted, and the action plan will be updated in connection with the outputs of the questionnaires.

The main goal of the faculty is to provide high-quality education. Students who are interested in studying at the FSS go through an admissions procedure. In recent years, the number of study programmes in English has been increasing, and cooperation with high-quality foreign universities has been developing.

In the field of science and research, the faculty's researchers succeed in developing high-quality research project grants, thanks to which the faculty received 86 million CZK in 2019. All projects were subject to demanding competition, and success in the grant calls H2020 and GA CR especially confirm the improvement in the quality of science at the faculty.

In the area of internationalization, there has been an increase in study and work programmes, which in 2019 exceeded 300 people. The faculty offers 1 bachelor's and 9 master's programmes in English. As a rule, the faculty hosts foreign professors as part of the Fulbright-Masaryk University Distinguished Chair in Social Studies programme.

In the area of the third role of the university, the faculty managed to open shared housing for young adults from children's homes and MU students in cooperation with the Brno-střed district. The Symbios project offered the possibility of independent living for 8 young adults and 8 MU students. Another interesting project, Fakescape, offers primary and secondary schools an activity combining elements of escape and board games that promotes media literacy, critical thinking, and resistance to misinformation. Thanks to the initiative of the student club, more than 13,000 students were able to try out this activity.

Masaryk University and the faculty are established as public institutions that have multi-source funding and work with allocated funds from the state budget of the Czech Republic and submit for various types of projects and grants.

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	Members of the Steering Committee will be informed

<p>committee and/or steering group regularly oversee progress?</p>	<p>twice a year about the current status of the action plan and the implementation of its proposals. In this way, implementation of the action plan will be monitored and, if necessary, operational measures will be set. Members of the Steering Committee will be actively involved in the creation of strategic documents that will be developed within HRS4R during implementation of the action plan.</p> <p>Members of the Steering Committee will provide support to the entire HRS4R process.</p> <p>The working team (Project Group and Working Group) will meet regularly and comment on the documents and procedures that will be prepared within HRS4R.</p> <p>Subsequently, the original Working Group will be transformed into smaller working groups based on the topic areas.</p> <p>Coordination of activities will be managed by the bursar of the faculty in cooperation with the HR Manager.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<ul style="list-style-type: none"> • During the preparation and data collection for the GAP analysis, all researchers were informed about news related to HRS4R in the form of minutes from management meetings and joint staff meetings 1/2020. The outputs of the GAP analysis and proposals in the action plan were presented to employees through an online meeting 10/2020. • The Working Group, composed of researchers in positions R1–R4 and represented by individual units, will comment on individual proposals from the action plan and will cooperate in creating the necessary documents. • Researchers will also be involved in the implementation of the action plan in the form of employee training and regular meetings of faculty employees. They will be informed about HRS4R news in the form of minutes from management meetings and through other communication channels. • At the end of 2022, a new questionnaire survey of all faculty employees will be conducted and individual steps will be set for fulfilling the long-

	<p>term proposals from the action plan; thereafter, the action plan will be updated to 2025 in line with the new questionnaire outputs.</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 Steering Committee is composed of faculty management, and from the very beginning it has been monitoring the preparation of the GAP analysis, OTM-R, the action plan, and commenting on the documents. The Steering Committee will continue to monitor and supervise the implementation of the faculty action plan.</p> <p>Within the faculty, proposals from the action plan reflect the faculty's and university's HRS4R strategies. The new MU/FSS Strategic Plan 2021-2028 is being prepared and is going to reflect HRS4R.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>Ensuring that the implementation of the proposed actions will be monitored:</p> <ul style="list-style-type: none"> • The responsible persons listed in the individual proposals of the action plan will supervise the observance of deadlines and fulfilment of indicators. • The proposals from the action plan are mostly non-investment – they depend on the time of the responsible persons and the cooperation of working groups.
<p>How will you monitor progress (timeline)?</p>	<p>The specific proposals in the action plan have a set start and deadline by which they are to be fulfilled. The Steering Committee will work with the HR Manager, the Working and Project Group, and the individual RMU departments to create the documents from the action plan. The Steering Committee will complement and support the process.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>Each proposal from the action plan has its output defined in such a way that it is easy to check, and it is possible to determine whether a specific proposal has been implemented and carried out. This mainly involves the creation of documents, manuals or new portals. The progress of training will be measured by the number of organized trainings and the number of trained persons. Also, statistics will be kept. As part of creating the Interim Assessment will be possible to set up another control system, which will reflect the progress towards the suitability of the measures. The whole process will be</p>

	monitored by the HR Manager, the Working Group and the Steering Committee (faculty management).
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Additional remarks/comments about the proposed implementation process:

<p>The Faculty of Social Studies of Masaryk University approaches the introduction of HRS4R independently. The FSS action plan contains processes that can be implemented at the faculty level. At the same time, there are areas in the action plan that need to be implemented in cooperation with Masaryk University and university management. These are, for example: updating the Regulations on Competitive Selection Procedures at Masaryk University, introducing the OTM-R policy, creating the Career Regulations, defining the strategies for Ph.D. students, and setting up an education system for PostDocs.</p>
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