



The European Charter for Researchers & the Code of Conduct for the Recruitment of Researchers and embedment of their principles into the Masaryk University Strategic Plan for 2021- 2028

The strategic plan of Masaryk University (from now on MU or University) for the years 2021–2028 is a fundamental conceptual development document determining the direction of MU in education, research, social role, and its infrastructural development for the following years, which is the result of the intensive university-wide debate. Human resources vision and strategic goals relevant to The European Charter for Researchers & the Code of Conduct for the Recruitment of Researchers' principles are integrated into the Masaryk University Strategic Plan for 2021- 2028 (https://www.muni.cz/media/3326734/strategic_plan_mu_2021_2028.pdf)

Following the vision statement, Masaryk University in 2028 will be:

- A university that is an example of a responsible and demanding employer acting according to the principles of transparency, equality, and non-discrimination, supporting the achievement of professional goals and at the same time reconciling the work and personal life of all its employees
- A university that is a role model in its internal culture, in the ability to reach consensus, in the harmonisation of its components for the benefit of the University as a whole, and in the integrity of the work and study environment characterised by high ethical and professional standards.

Specifically, the strategic goal concerning Personnel management and employee development is to create a motivating environment by rewarding exceptionally high-quality and exceptional work results, providing equal opportunities and conditions for employees' individual development and career growth, and supporting the reconciliation of work and personal life.

In the years 2023-2025, MU will pursue long-term strategic intentions by undertaking the proposed actions that are relevant to the HRS4R in the following areas:

I . PERSONNEL MANAGEMENT

Strategic Intention:

To be a prestigious employer with a shared internal culture and an open HR policy at the level of leading European universities with appropriate processes and HR tools.

Proposed Action:

Development of HR marketing to strengthen the brand of Masaryk University as a prestigious employer.

Restructuring the MU career website, building an applicant database, HR recruitment campaign, inspiration from the stars (WS on selected topics with HR leaders), participation in HR events to gain professional experience and share good practice.

Strategic Intention:

Create a motivating environment by rewarding high-quality and exceptional work results, providing equal opportunities and conditions for individual development and career growth of employees, as well as supporting a work-life balance.

Proposed Action:

Creation of a basic well-being framework for MU employees, implementation of employee evaluation outputs, a career website for employees, and implementation of tools for career development, including the possibility of using psychological and career counselling.

Strategic Intention:

Implementation of measures to prevent academic inbreeding, especially in filling the positions of academic and research staff based on open competitions advertised internationally and applying the criterion of non-university work engagement.

Proposed Actions:

Implementing the new Masaryk University Selection Procedure Regulations elaborated in 2021- 2022 in tune with the Open, transparent, and merit-based principles (OTMR) at university units/faculty levels.

The e – application for recruitment and selection Jobs.MU will be further developed and updated to ease the administrative burden in the process and support the implementation of the new Selection Procedure Regulations, including faculty and other MU units' requirements, such as the ability to send selection committee members a link to a recent selection procedure, information e-mail to committee members (possibility of sending interval setting).

The members of the selection committees will pass the training on the rules and the selection process in the form of e-learning, which was developed in Czech and English.

Strategic Intention:

Creation and implementation of a concept set out procedures and criteria for employing postdoctoral staff (recruitment, conditions, care for these staff, etc.)

Proposed Action:

Implementation of the University Guidelines Principles and Recommendations for Personnel Management of Postdoc Positions at Masaryk University.

Strategic Intention:

Implementation of career support programs for academic staff (aimed at habilitation or appointment as a professor within individual parts of the University), researchers, and non-academic staff.

Proposed Actions:

Implementation of The Guideline - Career system at Masaryk University - university-wide framework of principles for career development and growth for academic and non-academic employee's University at MU units/faculty levels.

A university-wide Career Code for all academic and research workers (R 1 – R 4) will be developed and implemented at university units/faculty levels.

A university-wide career counselling system for employees will be created and implemented at university units/faculty levels.

Strategic Intention:

Strengthening the perception of work ethics and actions of all employees as part of personal integrity, information, and methodological measures in this area, including legal services

Proposed Actions:

MU will publish a revised Code of Ethics in July 2023.

From 2023 to 2025

Implementation of the Code of Ethics into practice, setting up the protection of rights, organising workshops and educational activities also in connection with the implementation of the Gender Equality Plan, implementation of measures from the GEP, implementation of counselling for employees and support for prevention.

II. ACQUIRING AND RETAINING EXECUTIVE AND EXCEPTIONAL EMPLOYEES AND EMPLOYEE CARE

Strategic Intention:

Modernisation and implementation of individual evaluation of academic, scientific, and non-academic staff, including its harmonisation with other types of assessment at the University.

Proposed Action:

The current application designed and implemented as a platform for employee performance evaluation (EVAK) at MU that is revised regularly will be updated by the end of 2024, especially in tune with the new performance criteria and new EU framework - Agreement on Reforming Research Assessment, https://coara.eu/app/uploads/2022/09/2022_07_19_rra_agreement_final.pdf.

The new criteria for evaluating the quality of teaching will be included as well.

Strategic Intention:

Mapping the needs of employees at all functional levels and setting requirements specifying the criteria for their career growth and further development

Proposed Action:

A university-wide competence-based framework of career development for researchers R 1 – R 4 will be developed in tune with the Research Comp offers a European reference framework for researchers (<https://op.europa.eu/en/publication-detail/-/publication/8d536780-3025-11ed-975d-01aa75ed71a1>)

Strategic Intention:

Defining the criteria and creating a system for identifying talents among university employees with the aim of their further development and preparation for future leadership or professional positions

Proposed Actions:

University-wide Talent Management Policy will be elaborated and implemented at university units/faculty levels.

In 2023 opening the university-wide discussion on the topic of talent management and talent strategy at MU, organising educational activities on the topic.

Strategic Intention:

Setting up an adaptation process for academic and non-academic staff entering new positions (supervisor, head of the department, etc.) to accelerate their incorporation in connection with the latest content of work and responsibilities.

Proposed Actions:

Setting up the adaptation process for existing academic and non-academic staff entering new positions at the University (trainer, head of the workplace, etc.)

E - adaptation - development of the Adaptation application, the possibility of using the application for the exiting sheet of the employee, including the exit process of the employee.

Strategic Intentions:

Introduction of preventive tools to prevent unwanted behaviour (e.g., bullying, discrimination, sexual harassment, etc.) as well as tools to help in the event of their occurrence.

Application of existing tools supporting partial involvement, and subsequently full return, of caring parents for children or loved ones into working life within individual components and their workplaces - part-time work (and other forms of employment), flexible working hours, work performance within the home office (incl. use of IT tools for online participation in meetings, remote access to data, etc.), shared workplace.

Support for the operation of children's groups or kindergartens within the individual (or more) parts of the University

Proposed Actions:

Implementation of the University-wide Gender Equality Plan (Actions for 2022- 2024) that has been designed and approved in December 2021.

https://www.muni.cz/media/3371580/gender_equality_plan_mu_gep_mu_en.pdf

MU has already implemented and will implement a variety of measures to promote gender equality as part of the University's strategic commitment to the principles of transparency, equality, and accountability while at the same time reconciling the work and personal lives of all its employees and students. The University will pursue this commitment at the level of its units and through the activities of the University as a whole. The individual professional departments of the MU Rector's Office will cooperate with the faculties in the implementation. The plan provides a framework for developing and implementing effective measures to achieve the goals in the priority areas of gender equality at MU and within MU units.

III. SYSTEMATIC DEVELOPMENT AND TRAINING OF EMPLOYEES

Strategic Intentions:

Extension of the MU Pedagogical Competence Development Centre portfolio when it comes to the form and content of the currently provided courses according to the functioning and transferable foreign practice and in connection with the needs of individual target groups

Creation of a comprehensive offer to meet the educational and developmental needs of the employees in the field of personal competencies, managerial competencies, competencies for the effective use of IT technologies, foreign languages, etc.

Support for specific target groups of employees in further development and acquisition of key competencies to increase the efficiency and quality of their work (e.g., beginning academic and research staff, academic, scientific, and non-academic staff in management positions, staff in various non-academic positions, etc.)

Proposed Actions:

Further institutional development of the Competence Development Centre (CERPEK) that was established in 2022 in terms of the widening scope and variety of educational activities.

Development of the IT platform for employee education - A university-wide platform for the development and education of employees, where individual activities would be offered across MU, as well as between faculties, not only from the CERPEK centre but also across the board, with the possibility of logging in, registration of interested parties, including "substitutes", with automatic and controlled sending of e-mails of participants, registered, "attendance at the event" and its transfer to relevant IT MU systems so assure the tracking of the employees' education.

IV. RESEARCH AND DOCTORAL STUDIES

Strategic Intentions:

Introduce higher standards in doctoral studies across disciplines with an emphasis on the quality of scientific results of doctoral students, gaining international experience during doctoral studies and adherence to the study schedule.

Pay due attention to doctoral students' socio-economic status and their full integration into the scientific community as promising colleagues to strengthen their motivation for successful completion of studies and subsequent careers.

Proposed Actions:

In the area of International Doctoral Excellence:

Support for foreign trips of PhD students through faculty scholarship programmes (compulsory foreign trips, further international mobility, trips within the framework of double dissertation supervision /cotutelle/collaborative doctorates)

In case of emergencies, participation of PhD students in virtual variants of education (so-called virtual trips abroad, online educational seminars, workshops, courses, etc.)

Involvement of foreign experts in the functioning of doctoral studies, either as dissertation opponents, members of examination committees for dissertation defenses or supervisors or consultants of doctoral students)

In the area of Increasing student success and supporting excellent students:

Administration and preparation of the Vice-Rector for Research and Doctoral Studies awards.

Awareness of PhD students and their supervisors about the awards as a motivational element.

Implementation of the award ceremony for students and their supervisors.

In the area of Increasing the competencies of the actors of doctoral studies:

Organisation and implementation of the course FRESHERS: Skills for Research Career for PhD students of all study programmes, aimed at developing the skills of a young scientist.

Implement educational and development activities for PhD students, such as summer schools (development of pedagogical skills) and other complementary activities.

MUNI PhD Career Days (career opportunities for young scientists), including the associated event To Postdoc Out! (Opportunities for trips after PhD graduation), PhD Day (for first-year students and applicants).

Implementation of training and development activities for supervisors for quality and effective supervision of doctoral students and, where appropriate, for other members of the academic community. Expert comprehensive process setup of development and training activities.

In the area of Involvement of PhD students in the popularisation of science:

Preparation of popularisation and communication courses for PhD students in cooperation with the Research Department by CERPEK. The courses aim to practice popularisation activities and communicate their meaning.

Involvement of experts and successful popularisers from MU in courses for PhD students. Basics of the mentoring system.

V. INFORMATION SYSTEMS AND IT SUPPORT; INFORMATION SOURCES, DATA FOR DECISION SUPPORT, SCIENTIFIC DATA

Strategic Intention:

Creation and implementation of a university strategy for broader use of the Open Access and Open Data modes

Proposed Actions:

Implementation of the University Open Access Strategy that has been developed in the years 2021 - 2022 within the framework of the H 2020 projects at university and faculty levels, namely:

To implement the DMP+ as an extension of the Data Stewardship Wizard to plan scientific results (publications and data) at MU (including interconnection with INET/ISEP) - in the framework of the relevant Internal information systems such as ISEP (INET), it will be available in linked to Data Stewardship Wizard.

To link publishing at MU to ORCID - the integration of ORCID into IS MU - The implementation of ORCID is connected with the National ORCID Centre and institutional membership for MU, which starts on April 01. 2023.

To implement measures to ensure the use of synergies between Open Science and technology transfer – Part 1 – cooperation between the TTC (MU Technology Transfer Centre) and the Open Science Core team and the Implementation Group is established.

To provide active support for Open Science national initiatives, including the leadership of some partial activities – Part 1 – MU will actively participate in the activities of CZARMA.CZ (<https://www.czarma.cz/en>)

To analyse the possibilities of involvement and cooperation in selected international Open Science organisations and alliances – Part 1 – MU is an active member in the international organisations. Institutional membership is currently handled by the LIBER and Arxiv.org associations; in the future, the Open Science Framework will be evolved.

Strategic Intention:

Strengthen the efficiency and flexibility of the University's functioning in all areas of activity through IT support, electronic processes, and service to users according to their current needs and become a paperless institution to the maximum extent possible

Proposed Actions:

From 2023 to 2025

Development of a data warehouse and implementation of other pilot data analysis projects with advanced tools in various areas of management of the University and its constituent parts

Development of the MU employee portal and promotion of its use by university constituent parts

VI. INTERNAL CULTURE AND SOCIAL CONTRIBUTION

Strategic Intention:

Act as a centre of social, cultural and sports life for students, staff, and the public and create platforms and opportunities for meetings and knowledge dissemination.

Proposed Action:

Organising the first MUNI Day – a new sports and cultural event of the University in 2023.

Strategic Intention:

Strengthen the esprit de corps of the University's students, staff and graduates and create a university community sharing common values as a fundamental prerequisite for fulfilling all university roles.

Proposed Action:

Reform of the rights protection system at MU: modification and supplementation of the internal rights protection processes with the university ombudsman and the launch of its work in 2023.

This document has been approved by:

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In Brno, March 2023