

TEMPLATE 4: ACTION PLAN – INTERNAL REVIEW

Identification number: 2021CZ600558

Organisation under review: Masaryk University (MU) - Faculty of Pharmacy (FaF)

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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 of researchers = staff, scholarship holders, PhD students involved in research either full-time or part-time	56,25 / 68
Of whom are international (i.e., foreign nationality)	0,5 / 0
Of whom are externally funded (i.e., for whom the organisation is a host organisation)	0 / 0
Of whom are women	28 / 31,2
Of whom are stage R3 or R4 (= researchers with a great degree of autonomy, typically holding the status of Principal Investigator or Professor)	18,2 / 17,8 (Professor, Associate Professor)
Of whom are stage R2 = in most organisations corresponding with the post-doctoral level	26,15 / 36,8 (Assistant Professor)
Of whom are stage R1 = in most organisations corresponding with the doctoral level	6,9 / 10,6 (Assistant)
Total number of students (if relevant)	732 / 813
Total number of employees (including management, administrative, teaching and research staff)	93,2 / 112,4

RESEARCH FUNDING (figures for the most recent fiscal year)	€
<i>Total annual organisation budget</i>	<i>4.875.357,97 / 5.973.932,66</i>
<i>Annual organisational direct/government funding (designated for research)</i>	<i>828.749,18 / 1.078.558,14</i>
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	<i>272.186,48 / 299.958,97</i>
<i>Annual funding from private, non-government sources designated for research</i>	<i>7.510,56 / 58.154,82</i>
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100. words)	
<p>The Faculty of Pharmacy was founded in 1952 in Brno and provides university education, research, and professional activities in the field of pharmacy. In 1960, it was relocated to Bratislava; in 1991, it returned to Brno as part of the University of Veterinary and Pharmaceutical Sciences. Since 2020, it has been under the management of Masaryk University. Its organisation is divided into the dean's office, faculties, and purpose-built facilities. It offers bachelor's, master's, and doctoral study programs. A full-time study program includes lectures, seminars, practical classes, and controlled practical training. During their studies, students acquire knowledge about medications, medicinal products, their technological processing, and medicinal effects. The faculty also offers a master's program in English and lifelong learning.</p>	

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 organisation.

Thematic heading of the Charter and Code	STRENGTHS AND WEAKNESSES
<p>Initial Phase:</p> <p>Ethical and Professional Aspects</p>	<p>Strengths:</p> <p>Following ethical principles is covered by the MU Code of Ethics. Freedom of research, professional approach and best practices in the field of research are established in the national legislation and internal regulations.</p> <p>Researchers at the Faculty of Pharmacy follow the Code of Ethics, freedom of research is guaranteed, ethical principles are followed. Researchers receive support for work result dissemination, e.g. from the Technology Transfer Office. The Faculty of Pharmacy supports access to research results that is free of charge and unlimited. The Open Science MUNI project is being put into practice at the university and its goal is to define a university strategy for open approach to research data and research publication.</p> <p>Weaknesses:</p> <p>The adaptation process is not approached in a comprehensive manner – training is not firmly set; an adaptation manual is missing. Gaps in informing researchers about strategic documents have been identified (e.g., the MU Code of Ethics, Best Practices in Scientific Publishing at Masaryk University, Strategic goals and planned measures of the Faculty of Pharmacy). Professional responsibility is not comprehensively developed; there is an absence of training in issues of intellectual property, co-authorship and plagiarism. The research results of the faculty staff are not sufficiently advertised and promoted; social networks are not used effectively. The researchers are insufficiently informed about the possibilities of using supporting services of the marketing department in dissemination of their research results; staff mobility is not methodically supported. Major</p>

	<p>support of popularisation of science and research is missing. English version of relevant internal documents and website sections is not available.</p>
<p>Interim Assessment 2024:</p> <p>Ethical and Professional Aspects</p>	<p>Since April 2023, a new ombudsperson has been established at Masaryk University (MU). Employees can seek assistance from the ombudsperson if they believe that their rights or the rights of others have been violated. The ombudsperson maintains confidentiality, impartiality, and independence.</p> <p>MU has issued a Gender Equality Plan for 2022-2024 and is currently developing a new plan following the gender audits scheduled at the faculties in the summer of 2024.</p> <p>MU is active and has received several prestigious awards, such as the Award for Excellence in Internationalization. It is also a European Network for Academic Integrity member and has established the MUNI HELPS volunteer centre.</p> <p>During the implementation phase from 2022 to 2024, we have made the following progress in Ethical and professional aspects compared to the Initial Assessment.</p> <p>Strengths:</p> <p>We implemented an application for e-onboarding. This tool assists newcomers during their probation period and managers in setting goals for these new employees during their first three months. The HR department organises onboarding training to inform newcomers about general information related to the faculty on their start day or during the first few days. Newcomers receive a Handbook containing all relevant information.</p> <p>A Code of Ethics was newly issued on 1 January 2024. The university is currently developing new e-learning materials on this topic. All our employees have been informed about this document via the information system in the section Regulations Agreement.</p> <p>Best Practices of Scientific Publishing are covered in the documents published on the Centre for Scientometrics Support webpage as Best Practices in Research. Additionally, the University Campus Library provides support for scientific publishing.</p> <p>The Strategic Plan is published on the faculty webpage in the Official Desk - Public Documents section.</p>

	<p>Information about intellectual property, co-authorship, and plagiarism can be found on the webpage Co-authorship and Plagiarism and in the document Intellectual Property at Masaryk University on the Square. We promote these topics in the Handbook for newcomers.</p> <p>Furthermore, we currently use social networks such as Facebook, Instagram, and LinkedIn to promote the results of researchers and our faculty. Office for External Relations and Marketing helps researchers with dissemination on these channels.</p> <p>Mobility and the possibility to spend time abroad are included in the Handbook for newcomers, and we also inform them about this opportunity during the onboarding training. The Office for External Relations and Internationalization is responsible for regularly sending e-mails about staff mobility to all employees.</p> <p>The faculty does a lot of events to approach the science to the public. We organise the Pharmaceutical Care Days Conference, Researchers' Night, courses for the public, Mjuni, Summer School, Festival of Science. All relevant internal documents have been translated into English and published on the internal webpage.</p> <p>Weaknesses:</p> <p>Awareness of the Code of Ethics and intellectual property is still insufficient among all staff. More awareness raising is planned in connection with the upcoming e-learning on the Code of Ethics.</p> <p>We also want to support more best practices in scientific publishing which are not systematically implemented.</p> <p>Not all sections of the faculty website have been translated into English.</p>
<p>Initial Phase:</p> <p>Recruitment and selection</p>	<p>Strengths:</p> <p>Recruitment and selection of new employees of the Faculty of Pharmacy is partly anchored in the Masaryk University Selection Procedure Regulations. Open positions are advertised on the university website, some positions are published on other web portals, e.g., www.jobs.cz, www.euraxess.cz. Researcher positions are advertised in Czech and English language.</p> <p>Weaknesses:</p>

	<p>Elaborated internal methodology of the selection process is not in place. Members of the selection committees are not methodically trained in issues of employee selection, the specification of requirements for expertise, qualification and gender balance of the selection committees is missing. There are no set evaluation criteria for candidates and recruitment quality control; the conditions of career breaks and experience with mobility of candidates are not specified. The current employees are not sufficiently informed about the ongoing selection processes, social networks are not used for advertisement of open positions. Advertisements lack the description of the possibilities of career development; the candidates are not informed about the form of the selection process and its time framework during the selection process. Unsuccessful candidates receive feedback after the interview; however, they are not informed about the strengths and weaknesses of their candidature.</p>
<p>Interim Assessment 2024:</p> <p>Recruitment and selection</p>	<p>Strengths:</p> <p>Two documents were created for our Faculty: Practical Guide to the Selection Procedure and Measures of the Faculty of Pharmacy of Masaryk University No. 1/2022 and Implementing Regulations to the Masaryk University Selection Procedure Regulations. The first document is very detailed and primarily intended for the HR team and managers. The second one contains formalities related to the selection procedure, including phases, rules for committee establishment, and handling complaints.</p> <p>All members of the selection committees undergo e-learning before participating in the selection procedure. The completion of this is mandatory for each committee member from 2023. We always establish the Committee with an odd number of members and keep ensuring gender balance.</p> <p>Candidates are evaluated based on their work experience to ensure that it corresponds to the position's description. The assessment takes the form of a discussion facilitated by an HR person.</p> <p>The quality of the recruitment process is monitored based on the responses to questionnaires sent to the candidates after the selection procedure has been completed. A system for reporting recruitment data has been developed.</p> <p>The current employees are informed about open positions via the faculty newsletter. Vacancies are also posted on social networks like LinkedIn, Facebook, and Instagram.</p> <p>The form of the selection process and its timing is described in the advertisement.</p>

	<p>All unsuccessful candidates receive feedback over the phone after the interview. We inform all applicants of the reasons for non-acceptance.</p> <p><u>Weaknesses:</u></p> <p>A small number of foreign employees, more detailed focus on onboarding (to have all documents and web pages translated into English).</p> <p>We have a defined postdoc position but don't have it filled now.</p>
<p>Initial Phase:</p> <p>Working Conditions and Social Security</p>	<p>Strengths:</p> <p>All researchers at the Faculty of Pharmacy are recognised as professionals, men and women are treated equally (achieved qualifications and professional experience in the field are taken into consideration). Employees with a temporary contract have similar conditions to employees with a permanent contract. The employees are provided with necessary tools for their work, they are trained in OHS and FS, and they are informed about the internal regulations and working procedures. The employees can use flexible working hours. Social security is covered by the Collective agreement in accordance with the Labour Code. Regarding mobility, the faculty offers support to employees through the Office for External Relations and Internationalization.</p> <p>Weaknesses:</p> <p>Information about working conditions is not easily available, new employees are not methodically informed; a manual for adaptation is missing. The staff are not sufficiently informed about the rules and possibilities of funding (e.g., rules for awarding personal remuneration and bonuses). The employees are not sufficiently informed about the possibilities of support through the MU Research Office when applying for grants or through the internal grant agency GAMU or about mobility conditions. Junior researchers perceive insufficient funding support of their research. The employees are not methodically trained in the field of intellectual property and co-authorship. The staff are not sufficiently aware of the possibility of taking a Sabbatical leave although it is difficult to realise it due to teaching duties. Some researchers lack the possibilities of networking.</p>

<p>Interim Assessment 2024:</p> <p>Working Conditions and Social Security</p>	<p><u>Strengths:</u></p> <p>New employees receive information about working conditions during onboarding training and are provided with a Handbook containing detailed information.</p> <p>The remuneration of the academic staff is set up. Universities have their own wage category specifications and wage rates for academic positions. All of these are captured in the Internal Wage Regulation. Rewards are paid based on the number of hours taught, participation in the state examination committee, thesis supervision, etc. The information system now includes a new feature that notifies employees when they receive a reward so they are informed about their bonus in writing.</p> <p>Employees receive weekly e-mail updates about current grants, also accessible on the website.</p> <p>The research by junior researchers (R1 and R2) was strongly supported for the last two years. In particular, the financial part of the junior researcher's project activities was supported. During the reporting period, there was a regular increase in the number of scientific research projects. This was naturally linked to the increased involvement of junior researchers in the implementation teams of these projects.</p> <p>A new document was published: the Methodological Sheet of the Faculty of Pharmacy of Masaryk University No. 1/2024 Principles for personnel management of the postdoc position at the Faculty of Pharmacy of Masaryk University.</p> <p>Networking - employees can informally meet at the deans' barbecue, which is held twice a year. The academic staff participate in professional conferences. The faculty organises events with the partners and invites experts from abroad.</p> <p><u>Weaknesses:</u></p> <p>Training in intellectual property and co-authorship is not offered systematically to the researchers.</p> <p>The employees are not sufficiently aware of the possibility of taking a sabbatical leave.</p>
<p>Initial Phase:</p>	<p>Strengths:</p> <p>All employees have opportunities of continuous development of their skills and abilities. During the onboarding process, the employees are trained in OHS and FS and further periodically trained within the statutory period. In addition, the laboratory</p>

<p>Training and Development</p>	<p>staff are informed about laboratory operating rules. Professional education of researchers is provided by the head of the Lifelong Learning Institute, these courses are also intended for the professional public. If other courses are needed, employees turn to the HR department, which will recommend a suitable external provider.</p> <p>Internal lecturers are nominated based on their expertise, further approved by the Faculty Dean, eventually by the head of the relevant institute.</p> <p>Weaknesses:</p> <p>Career development and further training is not systemically approached at the Faculty of Pharmacy. A unified conceptual career development system reflecting the needs of the employees and the whole faculty is not in place. The suitability of the training programme is determined by a direct superior; this is not systemically approached. Career development is not interconnected with the evaluation or remuneration. Researchers do not receive systemic support in the field of their career development. The staff are not systemically prepared for activities connected to teaching. Networking opportunities across the institutes of the Faculty of Pharmacy and Masaryk University are missing.</p> <p>The organisational structure of the institutes is flat, the researchers report to the head of the institute, senior employees do not have sufficient time to lead beginning researchers. The supervisors are not methodically trained in leadership of researchers; there is a lack of systemic approach to training of senior employees in the field of leadership. Relations with the supervisors are not set after the completion of doctoral studies – young researchers do not feel to be sufficiently supported; they lack a supervising colleague who would provide them with methodical leadership. A position of an advisor who would provide support for researchers at the beginning of their career in the issues of job duties is not defined.</p>
<p>Interim Assessment 2024:</p> <p>Training and Development</p>	<p><u>Strengths:</u></p> <p>At the university level, the CERPEK educational centre has been transformed and expanded its offer of development activities in soft skills, managerial skills, and personal development. The faculty Learning & Development Coordinator works closely with the centre to disseminate further education offers to the faculty staff. The Learning & Development Coordinator also identifies the needs and demands of employees for additional training and development based on regular annual staff evaluations.</p>

The unified university educational portal, with a central offer of courses, is being prepared. The faculty Learning & Development Coordinator is involved in the preparation.

We have begun promoting new courses through various channels, including sending e-mails highlighting upcoming training sessions and publishing posters on the department's notice boards and faculty newsletter announcements.

Based on evaluating employees and setting their development plan, we offer employees courses to develop their soft skills.

Heads of departments participated in the programme for manager to foster their leadership ability.

We issued the new document, Measure No.1/2024 [Education and Staff Development](#), where the basic information about education and development is captured.

Weaknesses:

There is no connection between the evaluation application and the setting of development plans.

There is little interest in the development of pedagogical competencies among researchers.

The supervisors are not methodically trained in the leadership of researchers. Even if we have a mentor role in the e-onboarding, it is not currently used.

3. ACTION

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

Please provide the web link to the organisation's HR strategy dedicated webpage:

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

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	Responsible Unit	Indicator(s)/Target(s)
<i>Standardisation of recruitment and selection</i>				
<p>1. An internal methodology of selection process reflecting the OTM-R policy will be created. The document will specify:</p> <ul style="list-style-type: none"> • All phases of the employee selection process, including establishing specific rules for the individual phases (e.g., the process for appointment of the Committee or information about the possibilities of career development in the advertisement) • Instructions and recommendations for participants including standardised forms and templates • Requirements for expertise, qualifications and gender equality of the selection committees • Process of assessing professional qualifications, knowledge and the experience of the candidates, e.g., evaluation of career breaks, approval of qualifications and experience with mobility (including virtual mobility) • Requirement for gender equality within individual positions • The form of feedback for applicants after the end of the selection process (e.g., indicating strengths and weaknesses) • System of quality control of the selection process 	10, 12, 13, 14, 15, 16, 17, 18, 19, 27, 29	Q4/2023	HR Award team Head of the Personnel Office Vice-dean for research and doctoral studies	Document

<ul style="list-style-type: none"> • <i>Process of handling complaints</i> 			
<p>Current status: COMPLETED</p>			<p>*Two documents were created for our Faculty: Practical Guide to the Selection Procedure and Measures of the Faculty of Pharmacy of Masaryk University No. 1/2022 and Implementing Regulations to the Masaryk University Selection Procedure Regulations. <i>The first document is very detailed and primarily intended for the HR team and managers. The second one contains formalities related to the selection procedure, including phases, rules for committee establishment, and handling complaints.</i></p> <p><i>*All selection procedures are managed following the Regulations on Competitive Selection Procedures at Masaryk University</i></p> <p><i>*We establish the Committee with an odd number of members and keep ensuring gender balance. All committee members undergo training e-learning: MU Selection Procedure Regulations before participating in the selection procedure.</i></p> <p><i>*Advertising, where appropriate, is also conducted in English and published on the Euraxess website.</i></p> <p><i>*Applicants receive e-mail notifications regarding the outcome of the selection procedure. We offer unsuccessful candidates the opportunity to provide detailed feedback over the phone. We find this method of communication more acceptable than sending e-mails listing strengths and weaknesses, as phone feedback can be tailored to the individual candidate's response.</i></p> <p><i>*Upon completing the selection procedure, we send a questionnaire via e-mail to unsuccessful candidates. We aim to assess their satisfaction with the process and whether they felt treated respectfully. Sample questions include:</i></p> <ol style="list-style-type: none"> 1) How do you rate the feedback from the HR department? 2) What aspects could we improve in providing feedback?

				<p>3) Other aspects evaluated include the clarity of the position description, the appropriateness and balance of the selection panel, and consideration of possible career breaks.</p> <p>Candidates respond using options such as "Completely disagree," "Somewhat disagree," "Half agree," "Somewhat agree," "Completely agree," "Don't know," or "Can't judge."</p> <p>*We implement a system of quality control based on candidate feedback, focusing on any recommendations. The Practical Guide to the Selection Procedure, specifically Annex 21, includes indicators evaluated by HR.</p> <p>*The process for handling complaints is described in the Practical Guide to the Selection Procedure and Measures of the Faculty of Pharmacy of Masaryk University No. 1/2022, and this topic is also covered in the Directive Protection of Rights</p> <p>*For examples of vacancies, please refer to the provided link here</p>
2. Employees participating in the recruitment process will be methodically trained. Including e-learning.	12, 13, 14, 15, 16, 17, 27, 29	Q3/2023	HR Award team Head of the Personnel Office	<p>Number of trained employees e-learning</p>
Current status: COMPLETED				<p>*E-learning was created for the members of the Committee. Once the Committee is appointed, the e-learning link is automatically sent out.</p> <p>*The course describes the entire cycle of the selection procedure:</p> <p>1) Preparation: Identifying the desired candidate profile, strategies for attracting candidates, clarifying the responsibilities of each committee member during the interview, and preparing evaluation criteria.</p> <p>2) Structure of the interview: Introduction, asking open-ended questions, verifying the questions, allowing space for candidate inquiries, and expressing gratitude for the candidate's time.</p> <p>3) Conducting the interview: Actively listening, asking specific open-ended questions (utilising the STAR methodology: Situation, Task, Action, Result), noting</p>

				<p>warning signals, avoiding gender discrimination (based on age, gender, number of children, sexual orientation, religion, and political beliefs), and steering clear of common mistakes.</p> <p>*33 positions were opened during the years 2022 and 2023. The Committee consisted of 146 members, all of whom underwent e-learning training. 100% of employees have been trained.</p>
3. Social networks LinkedIn, Facebook and ResearchGate will be used for advertising of open positions.	12, 13, 14, 15	Q2/2022	HR Award team Head of the Personnel Office Manager for External Relations and Marketing	Web link
Current status: COMPLETED				<p>*Our Faculty advertises on web pages where it makes sense. For instance, the head of the department is featured on Euraxess rather than Facebook. We have chosen alternatives to the ResearchGate page, as we have had successful hires through our current sources: LinkedIn, Jobs.cz, and Muni.cz.</p> <p>*Additionally, we attract applicants from internal employees within both the faculty and university.</p>
4. Current employees will be informed about open positions.	12, 13, 14, 15	Q2/2022	HR Award team Head of the Personnel Office	Web link
Current status: COMPLETED				<p>*All employees are informed about open positions through the monthly newsletter, which is also published on the faculty web page.</p> <p>*All open positions are listed on the portal of both the faculty and the university.</p> <p>*Additionally, we advertise on social media platforms such as LinkedIn, Instagram, and Facebook if the open position suits such mediums. Various types of medium ensures that the ads reach all our employees.</p>
5. System of quality control of the recruitment process will be put in place (note: at this action, a translation error appeared, made by an external translation agency – it was the control of a recruitment process quality that was meant, not of the selection process).	12, 13, 14, 15	Q2/2022	HR Award team Head of the Personnel Office	Document (excel spreadsheet)

<p>Current status: COMPLETED</p>				<p>*All statistical data regarding the recruitment process is tracked in PowerBI (a better solution than a spreadsheet). This data is directly loaded from our portal Muni.cz, where we advertise all open positions.</p> <p>* We monitor the length of the selection procedure (averaging 16 days for 2022 and 2023), the source of candidates (such as Jobs.cz- 17, Euraxess - 4, and the faculty web page - 4), and the gender of both committee members and applicants.</p> <p>*Additionally, we survey applicants about their satisfaction with the interview process at our faculty. Their feedback helps us identify areas for improvement, such as enhancing job advertisements. The return rate is 80%.</p>
<p>Optimisation of the adaptation process</p>				
<p>6. An onboarding training for new employees will be prepared which will provide them with information on:</p> <ul style="list-style-type: none"> • Working conditions, including remuneration • Professional responsibility, intellectual property and co-authorship • Dissemination of research results, including the possibilities of marketing support • Research funding • Relationships with supervisors – supervision and mentoring • Mobility, including virtual mobility • Field of IT safety and data protection • Participation in decision-making bodies • Complaints. 	<p>3, 5, 8, 24, 26, 29, 31, 32, 34, 35, 36, 37, 40</p>	<p>Q4/2022</p>	<p>HR Award team Head of the Personnel Office Vice-dean for research and doctoral studies Head of international relations ICT administrator</p>	<p>Number of trained employees e-learning</p>
<p>Current status COMPLETED</p>				<p>*The HR department organises onboarding training to inform newcomers about general information related to the faculty on their start day or during the first few days. Newcomers receive a Handbook containing all relevant information. The presentation and the document can be found here in the portal for new employees.</p> <p>*In April 2023, we implemented an application for e-onboarding. This tool assists newcomers during their probation period and managers in setting goals for these new employees during their first three months.</p>

				<p>*We have successfully trained 20 people (100%) and continue to do so as the newcomers appreciate this onboarding process.</p> <p>* The university's trend is to digitise workshops, making creating e-learning for faculty-level onboarding impractical. However, we combine the electronic format with a personal approach.</p>
7. During the onboarding process new employees will be informed about strategic documents such as the MU Code of Ethics or Best Practices in Scientific Publishing.	1, 2, 6, 7, 10, 35, 36, 37	Q2/2022	HR Award team Head of the Personnel Office	Number of informed employees Web link
Current status COMPLETED				<p>*All 20 newcomers (100%) from the past 12 months were informed about strategic documents during their onboarding meetings.</p> <p>*All documents are stored on the Faculty Document Server, to which all employees have access. Whenever a document is updated, relevant employees receive notifications about the changes.</p> <p>*New hires automatically receive an e-mail (with the subject: Request to Consult the Document's Text) containing links to all valid faculty documents. It is the employees' responsibility to familiarise themselves with these documents. A reminder is sent if they fail to do so by a specific date.</p> <p>The Handbook for newcomers includes links to all strategic documents, including the Code of Ethics. The Best Practices of Scientific Publishing are covered here, and the University Campus Library (KUK) supports scientific publishing on its web page.</p>
8. An adaptation manual for newly hired employees will be created specifying: <ul style="list-style-type: none"> • Working conditions (e.g., attendance, remuneration) • Intellectual property and co-authorship • Dissemination of the research results, including the possibilities of marketing support • Research funding • Complaints • Relationships with supervisors – supervision and mentoring 	8, 24, 26, 29, 31, 32, 34, 35, 36, 37, 40	Q4/2022	HR Award team Head of the Personnel Office Vice-dean for research and doctoral studies Head of international relations ICT administrator	Adaptation (onboarding) manual

<ul style="list-style-type: none"> • Mobility, including virtual mobility • Participation in decision-making bodies • Field of IT safety and data protection • Possibilities for research funding. 				
Current status COMPLETED				*We have created a Handbook for newcomers. This document is either physically handed over to the employee in paper form or sent via e-mail, as it contains numerous valuable links. Additionally, the document and the presentation for newcomers are published on the portal for new employee..
Optimisation of the evaluation process				
9. An internal evaluation methodology will be created specifying: <ul style="list-style-type: none"> • Evaluation criteria • Form of their assessment • Interconnection with the field of career development, including the assessment of efficacy of career development • Interconnection with remuneration. 	11, 26, 28, 38, 39	Q2/2023	HR Award team Head of the Personnel Office	Document Number of evaluated employees
Current status COMPLETED				<p>*Masaryk University has a directive for Staff evaluation</p> <p>*Based on this document, we evaluate all faculty employees (academic and non-academic) once a year. Here are the numbers:</p> <p>*2021 - 77 researchers (92%)</p> <p>*2022 - 73 researchers (76%) + 48 non-academic staff (100%)</p> <p>*2023 - 92 researchers (94%) + 44 non-academic staff (86%)</p> <p>*We use the internal tool EVAK to evaluate faculty researchers. Non-academic employees are evaluated using different tools.</p> <p>*Recently, we revised the number of indicators for self-assessment, reducing them from 81 to 50. These indicators are linked to rewards, and all employees are informed about this system during evaluation interviews with their managers.</p> <p>*Additionally, each employee sets an individual development plan with their manager, which they work on throughout the following year. Progress is measured during the next appraisal one year later.</p>

10. Senior employees will be methodically trained in the evaluation of employees.	11	Q2/2023	HR Award team Head of the Personnel Office	Number of trained employees e-learning
Current status EXTENDED Q4/2024				<p>*Here are manuals for evaluators, and the link is shared with the managers before every evaluation.</p> <p>*We have a web page with information about the application EVAK (evaluation of academic activities).</p> <p>*Our Faculty has six departments, which means only six managers (6 heads of department) evaluate their employees. Five of these (83%) have already participated in the program for managers.</p> <p>One other head will participate in this program in the upcoming months.</p>
Setting the education and development system				
11. In the form of an internal document a system of education and development of employees will be set. The document will specify: <ul style="list-style-type: none"> • How to carry out the analysis of educational and development needs of employees and the faculty. • Create development plans based on them. • How to assess employee career development in connection with evaluation. • The following will be described here: <ul style="list-style-type: none"> ➢ Mentoring ➢ Employee mobility ➢ Internal teaching ➢ Approval criteria of educational events/programmes by senior employees. 	2, 3, 4, 5, 6, 7, 8, 9, 11, 25, 28, 29, 32, 33, 34, 35, 36, 37, 38, 39, 40	Q4/2023	HR Award team Head of the Personnel Office Vice-dean for research and doctoral studies Head of international relations Head of Lifelong Learning Institute	Document
Current status: COMPLETED				<p>* We have created a new document, Education and Staff Development at the MU Faculty of Pharmacy, that defines the procedure for identifying and meeting employees' educational and development needs at the Faculty of Pharmacy, MU.</p> <p>*We are currently analysing production needs based on the EVAK assessment. We are collecting requirements for schooling, such as learning the English language, communication skills, organisational skills, presentation skills, publication, use of new tools and methods for teaching, cosmetic products for cosmetology, grant project management, and time management.</p>

				<p>*Competence Development Centre CERPEK organise three types of training: pedagogical, leadership and personal competencies. We promote all courses to our employees via e-mails, posters, and newsletters. In 2023, our employees participated in these courses, with 28 participants completing more than 600 hours of training.</p>
12. Development plans reflecting employee career advancement will be created.	2, 3, 4, 5, 6, 7, 8, 9, 11, 25, 28, 32, 33, 34, 35, 36, 37, 38, 39, 40	Q4/2023	HR Award team Head of the Personnel Office Vice-dean for research and doctoral studies Head of Lifelong Learning Institute	Document
Current status: COMPLETED				<p>* We have created a new document, Education and Staff Development at the MU Faculty of Pharmacy, that defines the procedure for identifying and meeting employees' educational and development needs at the Faculty of Pharmacy, MU.</p> <p>*The development plans are established during the annual EVAK evaluation.</p> <p>*The Individual Development Plan comprises the following sections:</p> <ol style="list-style-type: none"> 1) The employee's professional development plan for the upcoming year, outlining planned training and courses. 2) The employee's career development plan may include habilitation preparations on professorial procedures, along with an approximate timetable. 3) A plan detailing the staff member's work activities for the following year. <p>Consequently, we can align courses and training with these defined individual development plans, considering budget constraints.</p>
13. Senior employees will be methodically trained in the field of leadership (development of managerial and pedagogical skills).	2, 3, 4, 5, 6, 7, 8, 9, 11, 28, 29, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40	Q4/2023	HR Award team Head of the Personnel Office Head of Lifelong Learning Institute	Number of trained employees e-learning
Current status: IN PROGRESS Q4/2024				*Our Faculty comprises six departments, each overseen by a senior manager, with six heads of departments. Five

				<p>of these managers have already participated in the program for managers.</p> <p>*Another department head will participate in this program in the upcoming months.</p> <p>*83% have been trained.</p> <p>*E-learning not only for managers is available here</p>
14. Supervisors will receive methodical support in the field of leadership of researchers.	28, 36, 38, 40	Q4/2023	HR Award team Head of the Personnel Office Vice-dean for research and doctoral studies Head of Lifelong Learning Institute	Number of trained employees e-learning
Current status COMPLETED				<p>*We have 40 supervisors on the faculty.</p> <p>*For supervisors, we have prepared the following courses:</p> <p>1) E-courses</p> <p>2) Workshop: The Research Department is organising training workshops for supervisors to enhance their soft skills competencies, including communication, evaluation, feedback, and teamwork.</p> <p>Number of trained employees: 10 (25%)</p> <p>Ad hoc workshops:</p> <p>1) Professionalisation of PhD supervision</p> <p>2) Danish experience: How to be a better PhD.</p>
15. Researchers (especially R1 and R2) will receive methodical training in the field of academic writing.	8, 9	Q4/2023	HR Award team Head of the Personnel Office Vice-dean for research and doctoral studies Head of Lifelong Learning Institute	Number of trained employees e-learning
Current status COMPLETED				<p>*It conveys the information about Directive No. 1/2021 FaF MU Doctoral Programmes of Study and their Organisation in Article 5, which specifies the Individual Study Plan, including the education of the researcher R1 (see attached).</p> <p>*The University Campus Library (KUK) regularly organises webinars and training on various topics</p>

				<p>*Researchers utilise resources from the Czech Academy of Sciences, which offers courses on the basics of scientific research.</p> <p>*The University also provides its e-learning: Science and Scientific Knowledge (5 employees have been trained – 5%)</p> <p>*Researches utilise the following resources for further training: Charlesworth Author, Clarivate, Elsevier</p>
16. Researchers will be methodically informed about strategic plans and goals of the Faculty of Pharmacy.	4, 9	Q2/2022	HR Award team Head of the Personnel Office Vice-dean for External Relations, Strategy and Development	<p>Number of informed employees</p> <p>Web link</p>
Current status COMPLETED				<p>*The Strategic Plan is published on the faculty webpage in the Official Desk - Public Documents section.</p> <p>*Employees can find priorities for each year on the faculty web page. For example, priorities for the year 2023 are outlined in the Implementation Plan of the Strategic Plan of the Faculty of Pharmacy.</p> <p>*Each newcomer is informed about the faculty's strategy in the Handbook, which they receive upon joining - 20 people – 100%.</p> <p>*The approval of the strategic plan, as mandated by law, is conducted by the academic senate and the faculty scientific council</p> <p>*The faculty strategic plans are considered when determining the researcher's plan for the next review period in the EVAK application</p>
17. Researchers will be methodically trained in issues of dissemination of their research results, including the possibilities of marketing support (e.g., graphic design).	8	Q3/2022	HR Award team Head of the Personnel Office Vice-dean for research and doctoral studies Head of Lifelong Learning Institute Manager for External Relations and Marketing	<p>Number of trained employees</p> <p>e-learning</p>
Current status EXTENDED Q2/2027				<p>*E-learning: Science and Scientific Knowledge</p> <p>* 5 employees have been trained – 5%</p>

				<p>*The Moravian Library in Brno organises training sessions related to patents and utility models. Employees are notified about these events via e-mail.</p> <p>*The University conducts annual training workshops for beginners, intermediate, and advanced users of Canva, a graphic design platform. These workshops aim to enhance participants' skills in creating visual content.</p> <p>*The E-learning page is available here</p>
18. Researchers will be methodically trained in professional responsibility.	31, 32	Q3/2022	HR Award team Head of the Personnel Office Vice-dean for research and doctoral studies Head of Lifelong Learning Institute	Number of trained employees e-learning
Current status COMPLETED				<p>*The University is developing an e-learning course for the newly issued Code of Ethics, effective 1 January, 2024.</p> <p>*All newcomers (from January 2024 onwards, 12 employees) are informed about the new Code of Ethics and Research Ethics during the onboarding training, and this information is included in the Handbook for newcomers.</p>
19. Employees will be informed about relevant updates in the field of OHS, FS and GDPR.	7	Q2/2022	HR Award team Head of the Personnel Office Crisis, FS and OHS manager	Number of informed employees
Current status COMPLETED				<p>*All employees are informed – 100%</p> <p>*Employees receive the monthly newsletter and are informed about changes and news related to OHS, FS and GDPR. For instance, the new decree about medical check-ups was issued in January 2023, and this was described in the January newsletter.</p> <p>*New employees sign the document related to GDPR along with the employment contract.</p>
20. Current employees will be trained in issues of: <ul style="list-style-type: none"> • Complaints • Appeal of researchers • Participation in decision-making bodies • Relationships with supervisors – supervision and mentoring. 	34, 35, 36, 37, 40	Q4/2022	HR Award team Head of the Personnel Office Vice-dean for research and doctoral studies	Number of trained employees e-learning

			Head of Lifelong Learning Institute	
Current status EXTENDED Q1/2027				<p>*Submitting and processing complaints fall under the Directive Protection of Rights</p> <p>*Guidelines for reporting breaches of Union law are provided.</p> <p>*All newcomers since 2023 (20 employees – 100%) have received training on this topic during onboarding.</p> <p>*Regarding appeals from researchers, as our researchers have employment contracts, we follow the Labour Code, which does not contain specific information about appealing for scientists.</p> <p>*Participation in decision-making bodies is outlined in the Organisational Regulations. Researchers can become part of the Academic Senate, with all conditions described on the faculty's web page. The election regulation can be found here. The second part of the Statute of the Faculty of Pharmacy of Masaryk University describes the faculty's bodies. All employees were informed of this status via the Regulations Agreement application in Autumn 2023.</p> <p>*Directive No. 1/2021 on the Study in Doctoral Study Programmes and its Organisation defines relationships with supervisors- supervision and mentoring.</p>
21. The Faculty will purchase software for creation of teaching materials. Users will be provided with clear and comprehensible manual and will be trained how to use it.	33, 38, 39	Q2/2022	HR Award team Head of the Personnel Office ICT administrator	Number of trained employees Manual e-learning
Current status COMPLETED				<p>*We utilise the internal tools offered by the university for creating teaching materials:</p> <p>*Interactive Syllabi: Employees can use IS (Information System) to create and share interactive syllabi with students.</p> <p>*KvIS: Short quizzes are used to enhance learning or promote student attention in class.</p> <p>*Support for Teachers</p> <p>*Summer School, held annually</p> <p>*Elportal</p> <p>*We promote all activities held by the Competence Development Centre (CERPEK) in pedagogical competencies, including educational programs, the six</p>

				<p>pillars of a good teacher, workshops and training sessions, university teachers' community meetings, and mentoring.</p> <p>*29 employees were trained between 2022 and 2024, 374 hours. For example, they participated in the following workshops: How to Make Science Popularisation Lessons, How to Make Great Presentations for Teaching, Using Game Principles in University Teaching</p> <p>*Manuals are included as part of each tool, with an example provided: the 21_Interactive_Syllabi_Manual</p>
22. Educational events will be evaluated by participants of the training.	38, 39	Q2/2022	<p>HR Award team Head of the Personnel Office Head of Lifelong Learning Institute</p>	<p>Evaluation form Number of evaluating employees Our target is to make all employees evaluate all training events they attend (i.e. 100%).</p>
Current status COMPLETED				<p>*The Competence Development Centre (CERPEK) organises much of the training. After completing the courses, participants constantly evaluate all training sessions by filling out a feedback form. The feedback is sent directly to the CERPEK, so our faculty cannot access the feedback results. However, we are part of the working group for Learning and Development, so we are included and informed about the results from the outputs. This year, feedback has been shared with all employees in the February newsletter.</p> <p>*Example of the form for feedback</p>
23. Training for employees in the field of services offered by the GAMU internal grant agency will be prepared. Simultaneously, e-learning will be created.	23	Q3/2022	<p>HR Award team Head of the Personnel Office Vice-dean for research and doctoral studies Head of Lifelong Learning Institute</p>	<p>Number of trained employees e-learning</p>
Current status COMPLETED				<p>*Internal grants are described on the University and Faculty websites.</p> <p>*Applicants now follow Rector's Directive No. 6/2016 - Project Management at MU when submitting a project.</p>

				<p>*Rules/guidelines of the Grant Agency of Masaryk University are described in Appendix No. 1 to Masaryk University Directive No. 8/2017 Grant Agency of MU</p> <p>*We have a project management department at the faculty that assists with every project.</p> <p>*Project support and essential information on submitting projects are mentioned in the Handbook for newcomers during onboarding.</p>
Support of ethical conduct and professional responsibility				
24. Employees' awareness of the content of the MU Code of Ethics and Best Practices of Scientific Publishing will be systematically increased.	1, 2, 6, 7, 10, 31, 32	Q2/2022	HR Award team Head of the Personnel Office Vice-dean for research and doctoral studies	Number of trained employees e-learning Web link
Current status EXTENDED Q1/2025				<p>*Existing employees were informed that the Code of Ethics was newly issued on 1 January 2024 and that they should familiarise themselves with it in the information system Regulations Agreement.</p> <p>*The University is currently developing new e-learning materials on this topic.</p> <p>*The University Campus Library (KUK) offers Searching and Processing Scientific Information courses.</p> <p>*101 trained people of our faculty</p> <p>*In 2023, 24 articles were published in scientific journals with IF (Jimp), 9 in the Scopus database, and 20 in professional journals (Jost).</p>
25. New employees will be informed about the MU Code of Ethics and Best Practices of Scientific Publishing during the onboarding process.	1, 2, 6, 7, 10, 26, 31, 32, 35, 36, 37	Q2/2022	HR Award team Head of the Personnel Office	Number of informed employees Web link
Current status COMPLETED				*All newcomers (20 employees from 2023 onwards – 100%) are informed about the Code of Ethics and Best Practices of Scientific Publishing during onboarding training. The link to the code is also included in the Handbook for newcomers, specifically in Chapter 10.
26. The issue of intellectual property, co-authorship and plagiarism will be conceptually approached.	3, 5, 31, 32	Q3/2022	HR Award team Head of the Personnel Office Vice-dean for research and doctoral studies	Adaptation (onboarding) manual Number of trained employees e-learning

Current status COMPLETED				<p>*Information about intellectual property, co-authorship, and plagiarism is published in the Handbook for newcomers, which can be found on the portal for new employees. Basic information about these topics is also shared with new employees during the onboarding training.</p> <p>*All 20 newcomers from 2023 onwards - 100% have been trained.</p> <p>*Intellectual Property at Masaryk University on the square</p> <p>*Co-authorship and Plagiarism</p>
27. Onboarding training will include issues of professional responsibility and ethical conduct.	31, 32	Q3/2022	HR Award team Head of the Personnel Office Vice-dean for research and doctoral studies	Number of trained employees e-learning Adaptation (onboarding) manual
Current status COMPLETED				<p>*All 20 newcomers from 2023 onwards – 100% have received professional responsibility and ethical conduct training. These topics are covered in the Handbook for newcomers and are presented during the onboarding training.</p>
28. Training for researchers will include issues of professional responsibility and ethical conduct.	31, 32	Q3/2022	HR Award team Head of the Personnel Office Vice-dean for research and doctoral studies	Number of trained employees e-learning
Current status COMPLETED				<p>*Existing employees were notified that the Code of Ethics was freshly issued on 1 January 2024. They were advised to acquaint themselves with it through the Regulations Agreement in the information system.</p> <p>*All employees have been made aware of this code.</p>
29. Researchers will be methodically trained in issues of dissemination of their research results, including the possibilities of marketing support (e.g., graphic design).	8, 9	Q3/2022	HR Award team Head of the Personnel Office Vice-dean for research and doctoral studies Manager for External Relations and Marketing	Number of trained employees e-learning

Current status COMPLETED				*The description of actions 17, 29, 36, and 42 is the same or very similar, with the same intent. Timing, responsible units, and targets are also the same. For duplication reasons, we have decided to leave only action 17 as extended and mark actions 29, 36, and 42 as completed.
Professional advice				
30. A system of professional advice and assistance with job searching will be set in the form of an internal document (e.g., creating a CV).	30	Q2/2022	HR Award team Head of the Personnel Office	Document
Current status COMPLETED				*The university has a career site that offers counseling for employees . The faculty pages contain a document on how to write a CV, a cover letter, and where to look for advertisements, among other resources. The university offers this web page on How to apply.
Defining the post-doctoral position				
31. A category of researchers with post-doctoral status will be defined by an internal document. The document will establish: <ul style="list-style-type: none"> • Qualifications (i.e., specific knowledge, abilities and skills necessary for successful exercise of the post-doctoral role) • Recruitment rules • Appointment goals • Professional development plan • Duties. 	21	Q2/2023	HR Award team Head of the Personnel Office Vice-dean for research and doctoral studies	Document Number of post-doctoral students
Current status COMPLETED				*The Methodological Sheet of the Faculty of Pharmacy of Masaryk University No. 1/2024 outlines the principles for personnel management of the postdoc position at the Faculty of Pharmacy. We currently do not have any postdocs.
Support of junior researchers				
32. Funding of young employee's research will be increased. Assuming that the current level of public funding of the Faculty of Pharmacy is maintained, financial support for young researchers will be increased by 3% during the implementation of the Action Plan.	26, 36	Q1/2024	HR Award team Head of the Personnel Office Vice-dean for research and doctoral studies Faculty bursary	Number of implemented research projects
Current status COMPLETED				*The research by junior researchers (R1 and R2) was strongly supported by Faculty of Pharmacy. In particular,

				<p><i>the financial part of the junior researcher's project activities was supported. During the reporting period, there was a regular increase in scientific research projects. This was naturally linked to the increased involvement of junior researchers in the implementation teams of these projects. Taking the size of junior researchers' (R1 and R2) working hours on the projects as an indicator of the increase in financial support, the working hours of these scientists more than doubled during the reporting period. This was associated with a threefold increase in the use of project money to finance R1 and R2 scientists compared to the beginning of the reporting period.</i></p> <p><i>*The number of implemented research projects significantly increased (2023, 24 projects) compared to the beginning of the reporting period (2020, 3 projects). The number of research projects increased more than seven times just by the following year, and this number of research projects has been, more or less, kept for the following years. A large number of these projects were mainly aimed at master's or Ph.D. candidates who, after graduation, were expected to transfer to the faculty's research staff.</i></p> <p><i>*Scientific research projects, subsidised by public funding, more than doubled, again, compared to the beginning of the reporting period (2020). These projects primarily involved junior researchers. More specifically, junior researchers (R1 or R2) were part of the project implementation team in 93 % of the projects they were able to participate in.</i></p>
33. Supervisors will receive systematic support in the field of leadership of researchers.	28, 29, 36, 38, 40	Q4/2023	HR Award team Head of the Personnel Office Vice-dean for research and doctoral studies Head of Lifelong Learning Institute	Number of trained employees e-learning
Current status EXTENDED Q2/2027				<p><i>*For supervisors, we have prepared the following courses:</i></p> <p>1) E-courses</p>

				<p>2) Workshop: The Research Department is organising training workshops for supervisors to enhance their soft skills competencies, including communication, evaluation, feedback, and teamwork. Number of trained employees: 10 (25%) Ad hoc workshops: 1) Professionalisation of PhD supervision 2) Danish experience: How to be a better PhD.</p>
34. Junior researchers will systematically be informed by the Office for External Relations and Internationalization.	29	Q2/2022	HR Award team Head of the Personnel Office Head of international relations	<p>Number of trained employees e-learning Web link</p>
Current status COMPLETED				<p>*The Centre for International Cooperation offers various teaching, research or other placements. *The Office for External Relations and Internationalization sends information about study abroad opportunities, study visits, practical internships, or research that might be relevant to PhD students. *In addition to traditional study exchanges, work placements (funded by the Erasmus+ program), and participation in foreign conferences or professional forums, other types of cooperation can also occur in doctoral studies: 1)European Doctorate: Students seek to create the conditions for obtaining a European Doctorate. 2)Cotutelle: This involves dual supervision, where a cooperation agreement between the student, MU, and a foreign institution leads to joint academic supervision at the doctoral level. It also regulates the cooperating institutions' responsibilities regarding the dissertation's evaluation and defence. 3)Collaborative PhD: Students collaborate with entities from the application sphere. They are enrolled in a doctoral study program at MU, supervised by an MU supervisor, and have a consultant—an expert from a partner institution in the application sphere. 4)Joint Study Programs (Mobility Window): MU and cooperating institutions may jointly manage a program based on a signed cooperation agreement. However, each institution remains responsible for program</p>

				<p>accreditation, student admission, curriculum, and degree awarding.</p> <p>5) Jointly Accredited Study Programs: MU's cooperation with foreign institutions extends beyond an agreement— it is also included in the accreditation of the study program.</p> <p>*Although we do not have an e-learning platform, we diligently inform all PhD students via e-mail.</p>
35. Researchers (especially R1 and R2) will be systematically developed in academic writing skills.	8	Q4/2023	<p>HR Award team</p> <p>Head of the Personnel Office</p> <p>Vice-dean for research and doctoral studies</p> <p>Head of Lifelong Learning Institute</p>	<p>Number of trained employees</p> <p>e-learning</p>
Current status EXTENDED Q4/2026				<p>*The University Campus Library (KUK) regularly organises webinars and training on various topics (e.g. Introduction to the Basics of Writing a Professional Article)</p> <p>*Researchers use the Czech Academy of Sciences, which organises courses on the basics of scientific research.</p> <p>*Researchers use these resources for further training: Charlesworth Author, Clarivate, Elsevier</p>
36. Researchers will be systematically trained in the issue of research result dissemination, including the possibilities of marketing support (e.g., graphic design).	8, 9	Q3/2022	<p>HR Award team</p> <p>Head of the Personnel Office</p> <p>Vice-dean for research and doctoral studies</p> <p>Manager for External Relations and Marketing</p>	<p>Number of trained employees</p> <p>e-learning</p>
Current status COMPLETED				<p>*The description of actions 17, 29, 36, and 42 is the same or very similar, with the same intent. Timing, responsible units, and targets are also the same. For duplication reasons, we have decided to leave only action 17 as extended and mark actions 29, 36, and 42 as completed.</p>
Networking support				

37. Activities focused on networking enhancement will be planned and implemented.	23, 28	Q1/2024	HR Award team Vice-dean for External Relations, Strategy and Development	Activities
Current status COMPLETED				<ul style="list-style-type: none"> *The faculty organises a lot of events. The list can be found on the faculty web page *MUNI PhD Academia *International conference - PSE Trends in Natural Products - Young Scientists' Meeting *PhD Day *Job Fair for Cosmetics Products *Interdisciplinary Conference of Young Pharmacologists and Toxicologists Flower Day *PhD Conference Pharmaceutical Technology *PhD mini-conference *Open day
38. A shared space where young researchers can informally meet in order to establish cooperation will be set up.	23, 28	Q1/2024	HR Award team Vice-dean for External Relations, Strategy and Development	Shared space
Current status COMPLETED				<ul style="list-style-type: none"> *Young researchers meet in the Department of Pharmacology and Toxicology library at the Faculty of Pharmacy. *Participation in informal meetings of young researchers is offered at regular department meetings, where they share their experiences from international stays.
Support of popularisation of science and research				
39. Activities focused on popularisation of science and research will be designed and implemented, e.g., a series of specialised lectures for the public.	9	Q1/2024	HR Award team Head of the Personnel Office Vice-dean for External Relations, Strategy and Development Manager for External Relations and Marketing Head of Lifelong Learning Institute	Activities Web link

Current status COMPLETED				<p>*Our faculty regularly organises lectures for the public.</p> <p>*On this web page, you can find all completed courses from 2021 onwards.</p> <p>*We post all events on our faculty web page and on social media platforms like Facebook, LinkedIn and Instagram.</p>
40. The Faculty will present its activities on social networks, including an active participation in expert groups.	9	Q2/2022	HR Award team Head of the Personnel Office Vice-dean for External Relations, Strategy and Development Manager for External Relations and Marketing	Web link
Current status COMPLETED				<p>*Office for External Relations and Marketing takes care of social media and posts faculty events and activities on these platforms:</p> <p>*LinkedIn</p> <p>*Instagram</p> <p>*Facebook</p>
41. Research results of the Faculty of Pharmacy employees will be promoted and publicised more effectively. The research results of faculty employees will be published through the following communication channels: scientific publications (professional literature, scientific journals), presentations at scientific conferences, conference proceedings, annual reports, faculty newsletters, www.researcherid.com , faculty websites, social networks, press at local and regional level (newspapers, magazines). If the type of research allows it, a dissemination plan will be created and the information about the progress of research will continuously be published.	8, 9	Q3/2022	HR Award team Head of the Personnel Office Vice-dean for External Relations, Strategy and Development Manager for External Relations and Marketing	Web link
Current status COMPLETED				<p>*Important articles that are worth mentioning and have been published in a distinguished scientific journal are always included in the newsletter sent to employees and are also published on the portal here</p> <p>Examples of such articles are:</p> <p>*Pseudo-natural substances: breakthrough research from the Faculty of Pharmacy in Nature Synthesis</p> <p>*Structure, dynamics, and functional properties of hybrid alginate-pectin gels dually crosslinked by Ca²⁺ and Zn²⁺</p>

				ions designed as a delivery device for self-emulsifying systems for lipophilic phytotherapeutics *All research results are mentioned in the faculty strategic plan. In 2023, there were 58 articles published.
42. Researchers' awareness about the possibilities of using support for promotion and dissemination of their work results will be systematically raised, e.g., in the field of graphic design.	8, 9	Q3/2022	HR Award team Head of the Personnel Office Vice-dean for research and doctoral studies Manager for External Relations and Marketing	Number of trained employees e-learning
Current status COMPLETED				*The description of actions 17, 29, 36, and 42 is the same or very similar, with the same intent. Timing, responsible units, and targets are also the same. For duplication reasons, we have decided to leave only action 17 as extended and mark actions 29, 36, and 42 as completed.
Support of internationalisation				
43. Open positions which do not require a knowledge of the Czech language will be advertised in English.	12, 13, 15	Q2/2022	HR Award team Head of the Personnel Office Manager for External Relations and Marketing	Web link
Current status COMPLETED				*Positions that do not require knowledge of the Czech language are also advertised in English. Both versions can be found on the university's website . *We use the Euraxess or Medicinoxy platforms for specific positions. *Currently, we do not have any open positions advertised in English.
44. Selected documents will be translated into English: Directive - Professional advice and assistance with job searching Directive - Recruitment and selection and Implementing Regulations	7, 15, 23	Q1/2024	HR Award team Head of the Personnel Office	Document

<p>Directive - Employee evaluation</p> <p>Directive - Learning and development</p> <p>Directive - Ethics in Research, Intellectual Property</p> <p>Directive - Positions of Postdocs</p> <p>Statutes of Faculty of Pharmacy MU</p> <p>FaF MU Academic Senate Election Regulations</p> <p>FaF MU Academic Senate Rules of Procedure</p> <p>FaF MU Scientific Board Rules of Procedure</p> <p>Disciplinary Code of Faculty of Pharmacy</p> <p>Organisational Regulations of Faculty of Pharmacy</p> <p>FaF MU Directive No. 1/2020 Employees' Wage Claims</p> <p>FaF MU Directive No. 2/2020 Organisation and Record-Keeping of Working Hours at the Faculty of Pharmacy</p> <p>FaF MU Directive No. 1/2021 Study in Doctoral Study Programmes and its Organization</p> <p>FaF MU Directive No. 2/2021 Publishing Activities of the Faculty of Pharmacy MU</p> <p>FaF MU Measure No. 1/2021 Implementation of HR Award – HRS4R</p> <p>FaF MU Measure No. 2/2021 Determination of Study-Related Fees for the Academic Year 2021/2022</p> <p>FaF MU Measure No. 3/2021 Appointment of Substitutes</p> <p>FaF MU Instructions No. 1/2020 Operating Rules of Masaryk University Premises at Palackeho trida 1946/1, Brno 612 00</p> <p>FaF MU Instructions No. 3/2021 Procedure for Submitting Project Application Proposals and Determining Personnel Costs from Grant Funds</p> <p>FaF MU Instructions No. 4/2021 Procedure of Assigning Workplace Bonuses for Cooperation with Foreign Students</p> <p>FaF MU Instructions No. 5/2021 Personal Protective Equipment in the Workplace, Cleaning Agents, Detergents and Disinfection Preparations</p> <p>FaF MU Instructions No. 6/2021 Remuneration of FaF MU Academic Workers for Research Results</p>			<p>Vice-dean for International Relations and Internationalization</p>	
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FaF MU Instructions No. 7/2021 Operating Rules of FaF MU Central Laboratory FaF MU Instructions No. 8/2021 OHS Risk Prevention and Management				
Current status COMPLETED				*All mentioned directives have been translated into English and are available in the information system together with the Czech version of the document. *They are accessible to all employees of the Faculty of Pharmacy.
45. Web section <i>Věda a výzkum (Science and research)</i> will be translated into English.	6, 8, 9, 15, 23	Q1/2024	HR Award team Head of the Personnel Office Vice-dean for International Relations and Internationalization Manager for External Relations and Marketing	Web link
Current status COMPLETED				*The web section Science and Research has been translated into English.
46. The Faculty will be active in expert groups on social networks.	8, 15	Q2/2022	HR Award team Head of the Personnel Office Vice-dean for International Relations and Internationalization Manager for External Relations and Marketing	Web link
Current status COMPLETED				*Faculty social sites are managed by the Office for External Relations and Marketing. Employees of this office are not scientists; therefore, contributions to expert groups on social sites (LinkedIn , Academia) are made by scientists themselves under their names, not on behalf of the entire faculty.
47. Mobility of researchers will be systematically supported by: <ul style="list-style-type: none"> Informing new employees during the onboarding training and through the adaptation manual Informing current employees during the training for researchers. 	29	Q2/2022	HR Award team Head of the Personnel Office	Number of trained employees e-learning

			Head of international relations	
Current status COMPLETED				<p>*Mobility and the possibility to spend time abroad are included in the Handbook for newcomers, and we also inform employees about this opportunity during the onboarding training.</p> <p>*Both the International Relations Manager and the Vice-Dean for International Relations and Internationalization are responsible for overseeing the specified area</p> <p>*All newcomers (20 employees from 2023 onwards – 100%) have been briefed about mobility during the onboarding training.</p>
Non-discrimination				
48. Rules for appointing members of the selection committee in order to reach gender balance will be set.	10, 27	Q4/2023	HR Award team Head of the Personnel Office	Document
Current status COMPLETED				<p>*Implementing Regulations to the Masaryk University Selection Procedure Regulations</p> <p>*We set up the Committee with an odd number of members and gender balance (Article 4 - Rules for the Establishment of the Committee).</p> <p>*Members of the Committee must undergo training on recruitment and selection of employees via e-learning in the information system before their first participation in the Committee from 1 January 2023. They must familiarise themselves with applicants' materials and participate in the Selection Committee meetings.</p>
49. Selection committee members' awareness of the issue of discrimination will be systematically increased.	10, 15, 16, 27	Q4/2023	HR Award team Head of the Personnel Office	Number of trained employees e-learning
Current status COMPLETED				<p>* Discrimination is covered in the e-learning that all members of the Commission must complete before the first selection procedure.</p> <p>*100% trained staff</p>

50. Gender balance of individual positions will be considered during the selection process.	10, 27	Q4/2023	HR Award team Head of the Personnel Office	Document
Current status COMPLETED				*Implementing Regulations to the Masaryk University Selection Procedure Regulations *Gender balance is covered in Article 2 of this document. *The selection procedure shall ensure the appropriate gender balance of selection panels and eliminate gender stereotypes when evaluating candidates.
NEW 51: Improve conditions for PhD students • Set standards for the quality of mentors' work and communication between mentors and PhD students. • Involve doctoral students in research projects	28, 36	Q2/2026	•Vice-Dean for Research, Doctoral Studies, and Technology Transfer	Number of doctoral students involved in the projects
NEW 52: Create a document for the evaluation of employees	22, 27, 28, 37	Q1/2025	•HR Award Team	Document
NEW 53: Promoting work-life balance: • Employee contribution to improving the working environment • Offer workshops and work-life balance training • Offer psychological consultancy for staff within the MU Students' Advisory Services	24, 30	Q1/2027	•Vice-Dean for student affairs, alumni relations, and personnel development	Numbers of activities
NEW 54: Implement exit policy •Leading exit interviews •Prepare a set of questions for exit interviews	4, 10	Q4/2024	•HR Award team	Number of led exit interviews Questionnaire
NEW 55: Meeting and networking of academic and non-academic staff, and integration of foreign employees (if any). •Bring together the academic and non-academic staff, increase their awareness and mutual understanding, and recognise each individual's contribution to the faculty.	10, 24, 38	Q4/2026	•Dean •HR Award Team •Vice-Dean for External Relations, Strategy and Development	Number of activities
NEW 56: Social engagement of the faculty: • Awareness-raising events • Actions to promote education	2, 3, 9	Q3/2026	•Vice-Dean for External Relations, Strategy and Development	Number of activities
NEW 57: Enhancing the design of our faculty career page to reinforce our brand as a prestigious employer.	12, 13, 15	Q4/2025	•HR Award team	Newly designed faculty career web page

<i>NEW 58: Supporting training for researchers in pedagogical competencies.</i>	<i>38, 39</i>	<i>Q2/2027</i>	<i>•HR Award team</i>	<i>Number of trained employees</i>
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URL: <https://www.pharm.muni.cz/en/about-us/hr-award/documents>

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:

Interim Assessment 2024:

The new Masaryk University Selection procedure regulations, including all principles of OTM-R, were created and issued with effect from 1 January 2023.

The Methodical Sheet and Measure of the Faculty of Pharmacy were revised in November 2023. These documents are the standard for open, transparent, and merit-based faculty selection procedures. Documents define the cycle of the recruitment process, from the announcement of the selection procedure to the filling of the position. Clear procedures - such as specification of the requirements to fill the vacancy, approval and announcement of the selection procedure, sourcing, pre-screening, organisation of the interview, evaluation of the candidates and selection decision, and deadlines are established. Rules for the balance of selection committees regarding 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.

Training (e-learning) for members of selection committees has been established and is regularly carried out.

Social networks like LinkedIn, Facebook and Instagram are used to advertise open positions.

Data and statistics related to the recruitment process have been tracked in the university e-application Jobs.MU.

4. IMPLEMENTATION

Interim Assessment 2024:	
How have you prepared the internal review? *	<p>The Expert Team discussed the working version of the document and then submitted it to the Steering Committee for approval.</p> <p>Employees have also been involved through regular activities, e.g. onboarding, feedback on selection procedures, and annual evaluation.</p> <p>Employees are informed about newly introduced measures, processes or issued documents via e-mails or the faculty newsletter.</p> <p>HR Award Manager participated in HRS4R events organised to raise information and support the implementation of the HRS4R process, gaining and sharing experience. In May 2023, she participated in a seminar, Advantages of HR Excellence in Research, which Euraxess evaluator MaryKate O'Regan held.</p>
How have you involved the research community, your main stakeholders, in the implementation process? *	<p>HR Award Expert Team consists mainly of non-academic employees and is responsible for involving researchers in the implementation process and providing information on the process.</p> <p>The Steering Committee comprises researchers, oversees the implementation process, and approves all final actions.</p> <p>Working group - participate in creating and commenting on methodologies, procedures, and documents.</p> <p>https://www.pharm.muni.cz/en/about-us/hr-award/team-members</p>
Do you have an implementation committee and/or steering group regularly overseeing progress? *	<p>The Steering Committee (10 members) reviews project updates, decides on key milestones, and resolves issues. HR Award Manager coordinates all these activities.</p>
Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognised in the organisation's	<p>The HRS4R strategy is aligned with Masaryk University's Strategic Plan for 2021-2028 and the Implementation of the Strategic Plan of the Faculty of Pharmacy. This recognition demonstrates the integration of HRS4R principles into the organisation's overarching HR policies and research strategy.</p>

research strategy, overarching HR policy *	
How has your organisation ensured that the proposed actions would be also implemented? *	<p>The alignment with the Strategic Plan of the Faculty of Pharmacy ensures consistency and coherence in achieving these goals.</p> <p>HR Award Manager coordinates all activities related to the proposed actions, oversees timelines, monitors progress, and facilitates team communication.</p>
How are you monitoring progress (timeline)? *	<p>The Steering Committee get information about implementing the action plan in regular meetings. The vice dean for student affairs, alumni relations, and personnel development informs the Committee frequently once a quarter or more if further steps need to be approved.</p> <p>The HR Award Manager is responsible for preparing new documents and procedures. Clear guidelines and well-documented processes enhance successful implementation.</p> <p>There are regular meetings of the HR Award Managers' Working Group at MU, which monitors the implementation of activities defined at the university level and reflects their implementation in faculty actions.</p> <p>Progress and improvement are also monitored through formal or informal feedback from staff (annual evaluation).</p>
How will you measure progress (indicators) in view of the next assessment? *	<p>The HR Award Manager is crucial in monitoring progress and ensuring the successful implementation of the proposed actions. They closely monitor timing, continuously check whether deadlines are met, and verify the fulfilment of the specified actions. Their vigilance helps maintain alignment with strategic goals and facilitates effective execution. We will gather feedback from stakeholders involved in the implementation.</p> <p>We can measure progress based on the indicators set for each new activity in the revised action plan.</p>
How do you expect to prepare for the external review? *	Review all relevant documents, reports, and evidence related to the proposed actions.

	<p>Evaluate the organisation's progress against the proposed actions and identify strengths and areas for improvement.</p> <p>Interview key stakeholders to gather insights and perspectives on the implementation process.</p> <p>Conduct annual information sessions for all (interested) employees - collecting suggestions and feedback.</p> <p>Share knowledge among HR Award Managers inside and outside Masaryk University.</p> <p>Participate in workshops organised by the European Commission to gain further knowledge for the external review.</p>
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Additional remarks/comments about the proposed implementation process:

<p>Interim Assessment 2024:</p> <p>The Faculty of Pharmacy has experienced significant personnel changes that impacted the implementation of the action plan. Throughout the 2-year implementation phase, three HR Award Managers were replaced. In December 2022, the HRS4R agenda was assigned to the newly elected vice dean for student affairs, alumni relations, and personnel development. Additionally, in April 2023, three out of the six heads of departments were replaced.</p>
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