

## TEMPLATE 4: ACTION PLAN

**Case number:** [2020CZ495345](#)

**Name of Organisation under review:** Masaryk University – Institute of Computer Science

**Organisation's contact details:** Šumavská 15, Brno, 602 00, Czech republic, T: +549 492 100, E-mail: [info@ics.muni.cz](mailto:info@ics.muni.cz)

Mgr. Adéla Dohnalová - [dohnalova@ics.muni.cz](mailto:dohnalova@ics.muni.cz), +420 770 166 431

prof. RNDr. Luděk Matyska, CSc. - [ludek@ics.muni.cz](mailto:ludek@ics.muni.cz),

**SUBMISSION DATE:** 25<sup>th</sup> FEBRUARY 2021

### 1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	32
Of whom are international (i.e. foreign nationality)	2
Of whom are externally funded (i.e. for whom the Organisation is host organisation)	0
Of whom are women	2
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	9
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	13
Of whom are stage R1 = in most organisations corresponding with doctoral level	10
Total number of students (if relevant)	/
Total number of staff (including management, administrative, teaching and research staff)	300
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	17 027 000
Annual organisational direct government funding (designated for research)	332 000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	6 751 000
Annual funding from private, non-government sources, designated for research	178 000
ORGANISATIONAL PROFILE (a very brief description of your Organisation, max. 100 words)	

The [Institute of Computer Science](#) (ICS) is a research institute of Masaryk University responsible also for the information and communication technologies of the whole university. The institute combines its own research (see below) with the management of university IT systems (computer backbone, information systems, servers, personal computers, ...). The institute is also a member of the unique national large research e-infrastructure e-INFRA CZ.

**Our Scientific Focus:**

- computing and data storage (e-)infrastructure, acceleration in HPC environment
- cybersecurity, especially autonomous detection, automated response teams
- authentication and authorisation infrastructures
- storing and sharing medical visual data and information (MeDiMed)
- Open Access, including digitisation of libraries, Open/FAIR Data

**2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:**

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

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p><b>STRENGTHS:</b></p> <p>Masaryk University identifies itself as a research university, with a strong focus on the quality of research. Research freedom, respect for ethical principles, and professional responsibility, attitude, and accountability are strongly anchored within <a href="#">the University's</a> own regulations and that also applies to <a href="#">the Institute of Computer Science</a>. Most of the principles in this area are supported in the MUNI Strategic plan for 2021 to 2028 and the Institute's Strategic plan (<i>to be published during spring 2021</i>).</p> <p>Quality is also assured through the internal regulations implemented at University and Institute levels and through other internal control mechanisms like <a href="#">the Institute's Scientific Board</a>, <a href="#">MUNI Scientific Board</a>, <a href="#">Ethical committee</a> (Czech only), etc.</p>

	<p>Concise information about <b>Open Access (OA) activities</b> at MUNI can be found <a href="#">here</a>. The Institute is leading systematic activities in the OA, with the emphasis on extending these activities towards more general Open Science goals (including specifically Open/FAIR data). Since 2020, Institute has led a special “Open Science” project with a team of specialists and methodologists from each faculty, already organised several workshops and will present a Strategy for Open Science at MU in 2021.</p> <p>Dissemination, exploitation of the results and public engagement are well assured by various means, including the <a href="#">Technology Transfer Office web news portal</a> or – for example - the <a href="#">database of MUNI experts</a> serving the public and journalists (<i>Czech only</i>). The Institute is also actively involved in activities for the public, such as the annual <a href="#">“Researcher’s Night”</a> and others.</p> <p><b>WEAKNESSES:</b></p> <p>The staff evaluation process at the ICS is still perceived by employees as too formal. Many people do not understand the reasons and purposes of the evaluation and they do not directly perceive benefits. There need to be regular training sessions for managers and team leaders about working as evaluators and interviewing. The existing evaluation form needs to be modified to reflect specific positions at the ICS (research/managerial/IT/non-IT).</p> <p>A weakness is also the language of communication. The primary communication language at the ICS is Czech (the national language). Recently, most official documents have been provided also in English, but still not all documents are available bilingually. More importantly, the official and semi-official announcements (e-mail, internal web pages, ...) are not yet provided in both languages.</p>
Recruitment and selection	<p><b>STRENGTHS:</b></p> <p>Masaryk University provides a uniform recruitment and selection process described in the <a href="#">Regulations of Competitive Selection procedures at Masaryk University</a>. This document contains rules about openness, transparency, and justice in the recruitment and selection process and about equal opportunities for candidates (see also <a href="#">Commitment to equal opportunities</a>).</p>

	<p>At the Institute of Computer Science, many other tools are used for improving the recruitment process at the Institute level as the <a href="#">ICS careers webpage</a> (the selection process), <a href="#">Satisfaction with the ICS recruitment process form</a>, described recruiting sources at the ICS, job advertisement templates, <a href="#">using EURAXESS portal</a>, the careers scheme for IT professionals at the ICS, and one realised workshop for the selection committee's members.</p> <p>As the ICS is an IT workplace, the selection committees work quickly and they are very flexible in reflecting the needs and expectations of the dynamic IT field.</p> <p><b>WEAKNESSES:</b></p> <p>The ICS MUNI is still not known as an innovative employer with prospects, neither by the general public nor in IT professional circles. Proper <b>employer branding</b>, presenting the ICS as a research institute as well as a professional IT workplace and suitable employer for women is lacking.</p> <p>A comprehensive <b>OTM-R Policy</b> is lacking at university level. Many principles are implemented in practice, but they are not explicitly described (guidelines for selection committee's members, the onboarding process or seniority principle).</p> <p>The <b>careers code</b> at the ICS needs to be extended to also cover non-IT positions. The code will include job descriptions, salary range and careers opportunities at the ICS.</p> <p>Even if there are many activities during newcomer's onboarding, they are not consolidated into one concisely-defined <b>onboarding process</b> at the ICS. Special care within the onboarding process is needed to cover new foreign employees.</p> <p>There is no explicit description of the work of the selection committee, leading to differences in the recruitment process. Both explicit rules and the corresponding training are currently missing.</p>
Working conditions	<p><b>STRENGTHS:</b></p> <p>The ICS has more than a hundred part-time workers (mostly students). The Institute tries to approach every employee without discriminating.</p>

	<p>Every employee has some form of an employment contract that best suits them, including a fair salary.</p> <p>While the Institute's employees usually do not belong among academic staff (as defined by law), they are encouraged and supported to actively participate in teaching and other academic activities.</p> <p>Working conditions for each employee with an employment contract include a specified monthly salary (with biannual bonuses), secured payment of health and social insurance, the possibility of part-time employment and a benefits package. Masaryk University as a whole supports employees' work-life balance (by part-time jobs, 6 or 8 weeks of leave, home-office possibility, flexible working hours, etc.). More benefits for part-time workers, especially for students, can be found <a href="#">here</a>, <a href="#">for employees here</a>, and <a href="#">for researchers here</a>. The ICS especially supports <a href="#">the geographical mobility</a> of its employees.</p> <p>The research and, in general, the overall working environment, is at a very high level. All employees have access to extensive IT infrastructure, which supports both standard administrative tasks as well as the more research-oriented requirements. Also, the Institute is a member of the national e-infrastructure, thus providing its employees and researchers with smooth access to national computing and storage resources. Most employees stay in offices usually shared by 2 or 3 people, while only junior and part-time workers in some cases share open space environments (especially in the case of students or junior research groups).</p> <p>The university also provides full support for intellectual property processing, through its <a href="#">MUNI Technology Transfer Office</a>.</p> <p><b>WEAKNESSES:</b></p> <p><b>Career development</b> and <b>careers advice</b> are the major weaknesses. While the Institute has invested into the creation of specific positions for IT professionals (a unique undertaking at the university), including a description of career development, it is still not fully understood and accepted by Institute's employees. Also, not all positions are covered, including specific research ones, where Institute is currently using only the general university-wide description, which is not sufficiently explicit for the situation at the Institute.</p>
--	---

	<p>Careers advice is given just in an informal way by (some) supervisors/managers, but no systematic careers advice support system exists at the Institute.</p> <p>The very low proportion of women as employees in IT professional or research positions is another weakness of the ICS. The current efforts to present Institute as an employer welcoming and supporting women are not sufficient, even though some positions are already occupied by women and the selection committees are composed with balanced gender (whenever possible) and job descriptions are always announced as gender neutral, with an emphasis on equality. There is a perceived lack of systematic <b>employer branding</b> as a good employer for women (both for IT professional and research positions).</p> <p>Finally, there is a need to improve the employee <b>complaints/appeals process</b>, which nowadays is rather rigid, administratively demanding, and not properly understood by all employees.</p>
Training and development	<p><b>STRENGTHS:</b></p> <p>Most employees are aware of the need for continuous professional development, and they take advantage of the opportunities provided and supported by the Institute. It is possible to say that there is an established “culture of education.”</p> <p>There also exist good relations with supervisors at the ICS. Doctoral studies and career development of postgraduate students are important topics within the University’s strategic plans in the past (and future) years.</p> <p><b>WEAKNESSES:</b></p> <p>While there are opportunities and expectations, the actual T&amp;D process is not explicitly described and many essential activities are still missing, including more systematic awareness of all the possibilities and their benefits. Also, the T&amp;D activities are more oriented towards narrow professional areas, and more general (soft skills) training is rather lacking. Also, there is no <b>regular training for managers</b>; managers are not used to working with <b>employees’ development plans</b>. There is also rather limited use of e-learning.</p>

	The ICS plans to collaborate with other parts of the university to establish an <b>advisory centre for researchers</b> . At the Institute level, a <b>mentoring and peer-advising programme</b> will be developed. The current lack of these support activities is perceived as another weakness to be addressed.
--	---

### 3. ACTIONS

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

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

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

[https://www.ics.muni.cz/media/3297131/action\\_plan\\_ics\\_muni.pdf](https://www.ics.muni.cz/media/3297131/action_plan_ics_muni.pdf)

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:

<b>Proposed ACTIONS</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
<i>Free text -100 words max</i>	<i>Retrieved from the GAP Analysis</i>			
<b>External communication &amp; Employer branding</b>  <i>*1.01 Creation of a communication strategy and a strategy for the popularisation of ICS science (including public media and suitable media of the South Moravian Region)</i>	9, 10, 27	Q4/2022	Marketing and Communication Department  Vice-director for strategy and services	*Created communication strategy  <i>*Number of media statements by Institute experts</i>  <i>*Development of the number of visits to www pages and SM pages (Facebook and Twitter) of the ICS</i>  <i>*Development of a proportion of women-</i>

*1.02 More extensive promotion of the ICS outwards (outside the University)  *1.03 Promotion of the ICS as an employer suitable for parenting  *1.04 Interviews with women from IT at ICS		Q4/2023  Q4/2022  Q4/2021		applicants of Institute's jobs  *Number of published interviews with female employees  *Offering tools to reconcile a university career with family life  *The degree of employee satisfaction with the application of equal opportunities
<b>Internal communication</b> *2.01 Creation of an ICS intranet in the MUNI Portal (including information about career development, rules for selection committees, recruitment, etc.)  *2.02 Regular meetings of employees with the ICS management  *2.03 Publishing of internal ICS newsletter monthly	5, 6, 9, 12, 13, 14, 28, 34	Q1/2024  Q1/2022  Q1/2022	HR team	*Extent of actualised information in the ICS intranet  *Number of realised meetings of employees with ICS management  *Number of ICS newsletters sent into employees' e-mail boxes
<b>Language of communication</b> *3.01 Create internal rules for foreign language communication  *3.02 Translate all key documents into English and create new key documents in Czech and English  *3.03 E-mail communication to a group of people, in which there may be an employee who does not	5, 6, 7, 10	Q4/2021  Q4/2021  Q4/2021	HR team  Marketing and Communication Department	*Results of a survey of employee perceptions about discrimination  *Number of translated already existing key documents into English  *Number of bilingual publications of new internal documents (Czech and English)  *Number of bilingual formal/ important Institute e-mails (Czech and English)

<p><i>speak Czech, always in Czech and English, or exclusively in English when it is a research group</i></p> <p><i>*3.04 Intranet in Czech and English</i></p> <p><i>*3.05 Knowledge of English will be a part of the requirements for recruiting new employees, especially more professional positions (mandatory condition for research and senior management positions)</i></p>		<p>Q4/2021</p> <p>Q4/2021</p>		<p><i>*Extent of bilingual information in ICS intranet</i></p> <p><i>*Number of job advertisements with the mandatory knowledge of English language</i></p>
<p><b>Onboarding process</b></p> <p><i>*4.01 Creation of a compact onboarding process at the ICS, including adaptation plans</i></p> <p><i>*4.02 Creating a guide for new employees</i></p> <p><i>*4.03 Creating a handbook and instructions for new managers</i></p> <p><i>*4.04 Digitalisation of the onboarding process using the MUNI Portal</i></p> <p><i>*4.05 Greater usage of e-learning</i></p> <p><i>*4.06 Introduction of checklists for the manager / HR/employee to simplify the onboarding</i></p> <p><i>*4.07 Introduction of adaptation plans during the trial period</i></p>	<p>2, 5, 7, 8, 12, 31, 33, 37, 38</p>	<p>Q4/2022</p> <p>Q4/2022</p> <p>Q4/2022</p> <p>Q4/2022</p> <p>Q4/2023</p> <p>Q4/2022</p> <p>Q4/2022</p>	<p>HR team</p>	<p><i>*Publishing a guide for newcomers at the ICS</i></p> <p><i>*Publishing the guide/handbook for managers at ICS</i></p> <p><i>*Rate of added important information into ICS intranet (MUNI Portal)</i></p> <p><i>*Number of added e-learning courses into onboarding process</i></p> <p><i>*Providing onboarding checklists for managers/employees/ mentors/ HR</i></p> <p><i>*Rate of using the adaptation plans</i></p> <p><i>*Proportion of introduced newcomers in the ICS newsletter</i></p> <p><i>* Rate of newcomers' Satisfaction with onboarding process</i></p> <p><i>* Created online onboarding tool</i></p>

*4.08 Signpost for researchers (information about ethics, TTO, CERPEK, projects, etc.) in the MUNI Portal  *4.09 Incorporating links to all relevant documents into the onboarding process  *4.10 Incorporating the topic of cybersecurity and data protection, Open Science into the onboarding process  *4.11 Systematic introduction of newcomers (interviews or brief introduction in the internal newsletter)		Q4/2023  Q4/2022  Q4/2023  Q4/2021		*Rate of using the MUNI Portal as an intranet  * Level of awareness of newcomers on the topics of cybersecurity, data protection and Open Science
<b>Staff evaluation process</b> *5.01 Incorporation of activities connected with the popularisation of science into the evaluation of employees (support of these activities by the Institute)  *5.02 Introduction of evaluation of managers by their subordinates (not just top-down)  *5.03 Specification of the evaluation process form for researchers, managers, and other staff  *5.04 Setting and continual work with individual training plans within the evaluation	9, 11, 34, 36, 37, 38, 39	Q1/2023  Q1/2023  Q1/2023  Q1/2023	HR team  Division heads	*Number of realised "bottom-up" evaluation of managers  *Publishing edited evaluation forms for researchers, managers and other staff  *Rate of set training & development KPIs within the staff evaluation process  *Number of HR actions based on employee evaluation outcomes

*5.05 Continuous use of outputs of employee evaluation (HR/manager)		Q1/2023		
<b>Career code for non-IT positions</b> *6.01 Creating a system of non-IT positions (competencies, responsibilities, and requirements) at the ICS  *6.02 Creating career rules for non-IT positions  *6.03 Publishing career rules/career opportunities in the ICS intranet (MUNI Portal)  *6.04 Completion of the required formal or other appropriate education/training for all positions	10, 12, 13, 15, 19, 22, 26, 28, 30, 38	Q4/2024  Q4/2024  Q4/2024  Q4/2024	HR team	*Publishing a system of non-IT positions at the ICS  *Publishing career rules for non-IT positions  *Publishing career rules for non-IT positions in the intranet  *Added required formal or other appropriate education/training for positions within the career rules
<b>Mentoring</b> *7.01 Introducing the role of mentor for a newcomer  *7.02 Create a system for the identification and training of possible mentors in leadership	12, 28, 30, 37, 38, 40	Q4/2022  Q3/2023	HR team	*Rate of newcomers' satisfaction with the mentor role  *Number of realised training sessions for mentors' candidates
<b>PhD meetups</b> *8.01 Introduction of PhD Meetups for doctoral supervisors, consultants, and postgraduate students of various research groups	36, 40	Q3/2021	Vice-director for research and development	*Number of realized PhD meetups  *Rate of postgraduate students' satisfaction with these meetups
<b>Managerial Training &amp; Development</b> *9.01 Creation of a competency model of a manager at the ICS  *9.02 Creation of a guide for managers (rights and	11, 16, 25, 28, 37, 38, 39	Q4/2023  Q4/2023	HR team  Division heads	*Publishing the competency model of an ICS manager  *Publishing the guide for managers at the ICS  *Number and scope of training and internal

# MUNI ICS

<p><i>obligations, important documents, required competencies, instructions)</i></p> <p><i>*9.03 Training of managers in managerial skills based on individual training needs and plans</i></p> <p><i>*9.04 Internal workshops in the field of employee evaluation</i></p> <p><i>*9.05 Internal workshops in the field of work with employee training plans</i></p>		<p>Q4/2023</p> <p>Q2/2023</p> <p>Q2/2023</p>		<p><i>workshops for management staff</i></p> <p><i>*Number of internal workshops in the field of employee evaluation</i></p> <p><i>*Number of internal workshops in the field of work with employee training plans</i></p>
<p><b>Selection Committee member's training</b></p> <p><i>*10.01 Training of selection committee members (workshops, e-learning, other materials) - conducting an interviewing, structure, non-discrimination, etc.</i></p> <p><i>*10.02 Publishing rules for selection committees in the intranet</i></p>	<p>13, 14, 15, 16, 17, 18, 19, 20, 38</p>	<p>Q4/2023</p> <p>Q4/2023</p>	<p>HR team</p> <p>Division heads</p>	<p><i>*Statistics on the composition of selection committees</i></p> <p><i>*Number of training programmes for OTM-R</i></p> <p><i>*Number of employees trained for OTM-R</i></p> <p><i>*Publishing the guide/rules for selection committee members</i></p>
<p><b>Employee's Training &amp; Development</b></p> <p><i>*11.01 Implementation training &amp; development plan of an employee into the staff evaluation process</i></p> <p><i>*11.02 Greater use of e-learning in education</i></p> <p><i>*11.03 Introduction of Seduo – online education in various fields, including foreign languages, personal</i></p>	<p>4, 7, 11, 24, 36, 37, 38, 39</p>	<p>Q3/2023</p> <p>Q3/2023</p> <p>Q3/2023</p>	<p>HR team</p> <p>Division heads</p>	<p><i>*Rate of set training &amp; development KPIs within the staff evaluation process</i></p> <p><i>*Number and scope of courses to develop competencies</i></p> <p><i>*Number and scope of e-learning courses</i></p> <p><i>*Number of employees using Seduo.cz</i></p> <p><i>*Number of completed courses at Seduo.cz</i></p>

<p><i>development, managerial skills, etc.</i></p> <p>*11.04 Internal workshops for employees (institutional and University strategies in research, project management, sources of funding...)</p> <p>*11.05 Coordination and communication of already existing internal workshops, more effective usage of ICS colloquia</p> <p>*11.06 Reserved time for education – 2 hours per week</p>		<p>Q3/2023</p> <p>Q3/2023</p> <p>Q3/2023</p>		<p>*Number of realised internal workshops</p> <p>*Employee satisfaction with the scope of education offered</p> <p>*Rate of completed individual development plans</p>
<p><b>Recruitment</b></p> <p>*12.01 Participation in the creation of OTM-R Policy in cooperation with the MUNI Rector's Office</p> <p>*12.02 Creation of more transparent job advertisements (an indication of the number of vacancies, salaries, career opportunities, and information on the selection procedure)</p> <p>*12.03 The most specific wording of job advertisements, including the required hard and soft skills (e.g. with the help of competence cards)</p> <p>*12.04 Default writing job advertisements in English and Czech except for research positions</p>	<p>10, 12, 13, 14, 15, 16, 17, 18, 19, 20, 27</p>	<p>Q2/ 2022</p> <p>Q2/ 2022</p> <p>Q2/ 2022</p> <p>Q2/ 2022</p>	<p>HR team</p> <p>Division heads</p>	<p>*Publishing the OTM-R Policy at the university level</p> <p>*Development of OTM-R process evaluation by candidates</p> <p>*Statistics of complaints in OTM-R process</p> <p>*Rate of suitable candidates</p>

(English only) and specific administrative positions (Czech only)				
<b>Complaint process</b> <i>*13.01 Describe a clear process for resolving employee's complaints and problems at the ICS</i>	34	Q4/2025	HR team Steering Committee	<p><i>*Rate of employee satisfaction with the resolution of conflict situations, resp. their complaints</i></p> <p><i>*Flexibility in resolving complaints and suggestions from MU employees</i></p> <p><i>*The scope of employee complaints, including complaints resolved with MUNI in court</i></p>
<b>Support for parenting</b> <i>*14.01 Describing the possibilities of combining work and parenting, which already exist at the ICS</i>  <i>*14.02 Home-office possibility extension</i>  <i>*14.03 Creation a "parenting section" in the intranet for sharing experiences and advice</i>	10, 24, 27	Q3/2025  Q2/2021  Q3/2025	HR team Institute bursar	<p><i>*Offering tools to reconcile a university career with family life</i></p> <p><i>*An overview of the use of measures to reconcile personal and professional life (work-life balance)</i></p> <p><i>*Level of employee satisfaction with the application of equal opportunities</i></p> <p><i>*Statistics of use and active contributions in the "parenting section"</i></p>

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

1. Cooperation with other parts of the university in creation of the university OTM-R Policy (*see action No. 12.01*)
2. Creation of internal rules (recruitment guidelines) for all types of position (*part of action No. 12.01*)
3. Organisation and realisation of regular training for selection committee members in OTM-R (*see the action No. 10.01*)
4. Cooperation with other parts of the university in improving of the MUNI recruitment and onboarding e-tool (*see the action No. 4.04*)
5. Update templates for advertising positions (the currently missing information about the selection procedure, all required competencies, career opportunities, etc.) (*part of action No. 12.01*)
6. Creation of guidelines for selection committee members (*see action No. 10.02*)
7. Providing as concrete as possible feedback to unsuccessful candidates (*part of action No. 12.01*)

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

URL:

#### 4. IMPLEMENTATION

General overview of the expected implementation process:

Individual faculties and both university Institutes of Masaryk University have applied for the HR Award separately as there are too large differences between them. These parts have high autonomy in the management of human resources, the core of the HR Award. However, there are many areas where the university works as a whole, and the activities of individual faculties and the Institutes are highly coordinated. These activities are listed below. **The ICS Action Plan covers only actions set up and implemented within and by the Institute itself while also accepting and implementing university-wide ones.**

In the years 2021-2022, MU will pursue the long-term strategic intent by undertaking the proposed actions that are relevant to the HRS4R in the following areas:

**1. Personnel Management**

- **University-wide OTMR policy** will be elaborated by **June 2021** and implemented at university units/faculty levels.
- **University-wide Talent Management Policy** will be elaborated **by the end of 2021** and implemented at university units/faculty levels.
- **University-wide PostDoc Policy** will be elaborated **by September 2021** and implemented at university units/faculty levels.
- **A university-wide Framework of principles for career development** for all academic and research workers (R 1 – R 4) will be developed **by the end of 2022** and implemented at university units/faculty levels.
- **A university-wide careers counselling system** for employees will be created **by the end of 2022** and implemented at university units/faculty levels.
- MU will revise the current MU **Code of Ethics by September 2021**, so all Charter and Code principles are being addressed and included appropriately.

**2. Acquiring and retaining executive and exceptional employees and employee care**

- The current application designed and implemented as a platform for **employee performance evaluation (EVAK)** at MU over the last decade will be revised **by the end of 2021**, especially in tune with the new performance criteria set by the recent state-wide methodology (M 17+).
- **A university-wide framework of career development principles** for all academic and research workers (R 1 – R 4) will be developed **by the end of 2022** and implemented at university units/faculty levels.
- **The university-wide framework of the onboarding process** for new employees will be updated by the end of 2021 and automated via the development of the relevant e-application **by the end of 2022**.
- **A university-wide Gender Equality Plan** will be designed and approved **by the end of 2021** to provide a framework to assist the university. It unites developing and implementing effective strategies around workplace culture, leadership, and employment practices to improve gender equality across the whole organisation.

**3. Systematic development and training of employees**

- **Institutionalisation of Development and Education** at the MU level and establishing a common platform for employee training at MU will be in place **by the end of 2022**.

**4. Information systems and IT support; information sources, data for decision support, scientific data**

- *Creation and implementation of a university strategy for broader use of the Open Access and Open Data modes* within the H 2020 projects framework: Integrating and managing services for the European Open Science Cloud (EOSC-hub) and OpenAIRE Advancing Open Scholarship (OpenAIRE-Advance). More info on <https://openscience.muni.cz/en/open-science-on-muni>

The Institute of Computer Science is one of two university Institutes, with primary responsibility for the management and further development of the university IT systems and services (see, e.g. <https://it.muni.cz>), complemented by its research in several IT application-oriented areas. This is directly reflected by the composition of employees' positions, with only 15 % of researchers, 19.6 % administrative staff, 56.8 % IT professionals, and 8.4 % operational and technical staff. This led to a decision not to create artificial barriers between the different employees' groups and approach the HR Award in a holistic way, covering researchers and IT professional groups together.

A specific group are PhD students. Czech Higher Education law forbids university Institutes from having their own PhD students (this is the sole responsibility of faculties), but doctoral supervisors are among Institute's employees. Usually, PhD students supervised by them are also (part-time) employees of the Institute, as the doctoral themes are directly related to the Institute's research. Therefore, relevant parts of the ICS Action Plan also target doctoral students and other researchers at the beginning of their career.

The HR specialist/head of the HR team is a person appointed by the director to be responsible for the implementation of the proposed Action Plan. The steering committee will oversee the whole process, with individual actions having assigned a responsible person.

The Institute HR Award working group will continue its work. It will have a consultancy and communication role (the members will communicate critical information into their workplaces) and will also serve as a representative body for all personnel groups.

Progress in implementation, actions completed and other activities will be followed through a set of defined indicators; regularly, the whole Institute will be informed, and feedback will be collected about their perception of the implementation of this Action Plan.

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

<b>Checklist</b>	<b>*Detailed description and duly justification</b>
How will the implementation committee and/or steering group regularly oversee progress?	We plan a regular bi-weekly Steering Board meeting that could sometimes overlap with the whole Director's Board meetings, which are organised every week (all members of the Steering Board are also members of Director's Board).
How do you intend to involve the research community, your main	Through the continuous work of the ICS HR Award working group, where more than half of the

<p>stakeholders, in the implementation process?</p>	<p>members are researchers and a majority of the remainder are IT professionals. Every year the composition of the working group will be evaluated and alterations made to reflect eventual changes in the representation of the whole community.</p> <p>Approximately every half a year we plan an Institute-wide seminar dedicated to progress in the HR Award Action Plan. If the situation allows, one meeting will be held in a face-to-face setup (most probably as part of the regular annual retreat of the whole Institute), while the other seminar will probably be held on-line (we found that this allows better interaction with the 100+ employees of the Institute).</p> <p>Some of the actions in the Action Plan will need direct specific interaction and involvement of (at least a part of) the Institute's employees (e.g. the training sessions, seminars and mentoring programmes).</p> <p>Through these actions we plan to keep the community informed and directly involved in the implementation of the Action Plan.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the Organisation's research strategy, as the overarching HR policy.</p>	<p>The HRS4R implementation is one of the key points of the new MUNI Strategic Plan for 2021-2028. HRS4R principles are then also incorporated in the Institute's Strategic Plan for 2021-2028.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>The implementation of the HR Award Action Plan is a part of the Institute's Strategic Plan for 2021-2028. The director of the Institute is responsible for the implementation of the strategic plan to the university's management. There is clear responsibility and a timeline for the actions in the Action Plan; they will be overseen by the Steering and Director's Board, with responsibility over</p>

	individual actions assigned to concrete persons. A graphic form of a timeline (Gantt chart) will be presented on the website, and each task will be assigned to the responsible person (also with the help of an online project tool).
How will you monitor progress (timeline)?	A graphic form of a timeline (Gantt chart) will be presented on the website, and each task will be assigned to the responsible person (also with the help of an online project tool). At least once a month, the current status will be reported at the Director's Board meeting.
How will you measure progress (indicators) in view of the next assessment?	Actions have assigned concrete indicators that will be used to measure the progress (by responsible person, HR specialist, Steering and Director's Board and the director himself).

Additional remarks/comments about the proposed implementation process:

The Institute of Computer Science is both a research and IT professional organisation. We decided not to make distinctions between researchers and IT professionals, as both groups are employees with a high level of autonomy, experience, and innovation. Also, some employees change their position while at the Institute, moving from IT professional to research positions or vice versa. Therefore, as creating specific conditions for researchers and not treating IT professional the same way would create tensions and problems within the Institute, we decided to adapt the HR Award conditions in such a way as to properly take into account the needs and expectations of both groups. This may be non-standard, but we strongly believe that this is in fact a correct and sensible way of implementing HR Award principles – to make the working place and working conditions fair for all employees, and not only for researchers.